



GRAVESHAM BOROUGH COUNCIL

Corporate Register of Partnerships and Shared Working Arrangements

July 2023

A summary of partnership and shared working
arrangements

Gravesham Borough Council

Register of Partnerships and Shared Working Arrangements

July 2023

- 2 -

Introduction

The council maintains a comprehensive register of its partnerships and shared working arrangement that is reviewed on an annual basis.

Partnerships

The council defines a partnership as ***“an agreement between the Council and one or more independent bodies to work together to achieve the council’s Corporate objectives”***.

In addition to this, the council also splits the partnership register into ‘Significant’ and ‘Key other partnerships’. In order for a partnership to be classified as significant it must meet the following definition:

“A partnership for which there is a council resource provision of £50,000 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. This will also include those partnerships that have been established to deliver legal or statutory requirements on behalf of the council.”

The council is currently involved in the following partnerships:

Page Ref.	Name of Partnership	Significant
4	Citizen Advice in North & West Kent (CANWK)	✓
6	CCTV Services Partnership	✓
9	Energy Saving Trust Advice Centre (ESTAC) (Careline Services)	
11	Gravesham Community Investment Partnership	✓
14	Gravesham Community Safety Partnership (CSP)	✓
17	Gravesham Gateway	✓
19	Greater North Kent	✓
21	Greater South East Energy Hub	
23	G-Safe Town Centre Crime Reduction (Radionet) Scheme	✓
25	Kent Connects	✓
27	Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership	✓
30	Kent Energy Efficiency Partnership (KEEP)	
32	Kent Equality Cohesion Council	
34	Kent Homechoice	
37	Kent Housing Group	
40	Kent & Medway Air Quality Partnership	
43	Kent & Medway Environment Group (KMEG)	
44	Kent & Medway Safeguarding Adults Board	✓
47	Kent & Medway Sustainable Energy Partnership (KMSEP)	
49	Kent ‘No Use Empty’ Initiative	
51	Kent Resource Partnership	

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 3 -

Page Ref.	Name of Partnership	Significant
53	Kent Safeguarding Children's Multi-Agency Partnership KSCMP) (formerly the Kent Safeguarding Children's Board)	✓
56	North West Kent Countryside Partnership	
58	Rough Sleeping Partnership	✓
60	South Thames Gateway Building Control Partnership (STG)	✓
62	Thames Defence Heritage	

Shared Working Arrangements

In addition to partnership working, the council also has a number of shared working arrangements in place which range from a full-shared service with another local authority to shared manager/officer arrangements. The council is currently involved in the following shared working arrangements:

Page Ref.	Name of Partnership
64	HR Shared Service
66	Internal Audit & Counter Fraud Shared Service
68	Legal and Information Governance Shared Service
70	Licensing Shared Service
72	Managed Payroll Service

Glossary of Terms (Page 74)

Throughout the document, there are a number of terms that are used and it was felt that it would be useful to provide a 'Glossary of Terms' in order to provide further clarification of some of the terminology used within the document.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 4 -

Name of Partnership	Citizen Advice in North & West Kent (CANWK)
Responsible Officer	Anita Tysoe, Head of Town Centre & Cultural Services
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>To provide free, confidential, impartial and independent advice to local people.</p> <p>To ensure that individuals are aware of their rights to and the responsibilities of the services available to them.</p> <p>To carry out social policy work using CVS NWK evidence both locally and nationally.</p> <p>To maintain national accreditation under the NACAB rules and regulations.</p>
Expected outcomes	Well supported and increasingly knowledgeable citizens.
Links to GBC Corporate Objectives	<p>Objective #1 – People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p> <p>Objective #2 – Place <i>A dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i></p>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> • Annual Grant £89,941. • Premises costs of approximately £11,000 • Additional grant from Housing Services of £7,000 (Money advice service for tenants and rent arrears).
Partnership membership	Company Limited by Guarantee.
Governance arrangements	<p>Governance arrangements for the partnership with CANWK are set out in the Service Level Agreement. The purpose of this operational agreement is to define the relationship between Gravesham Borough Council and CANWK and to set out the terms of the working partnership between the two parties.</p> <p>Specifically, the operational agreement sets out a number of integral governance elements including:</p> <p>(1) Term of Agreement; (2) Responsible parties; (3) Staffing provision; (4) Financial arrangements; (5) Insurance provision; (6) Partnership monitoring arrangements; (7) Partnership review process (8) Data sharing protocol.</p>
Financial reporting arrangements and timeframe for reporting	<p>Annual grant agreed through GBC's normal budget setting process.</p> <p>Copy of audited accounts submitted to GBC annually.</p> <p>Quarterly financial monitoring reports made to the Trustee Board (copies made available to GBC).</p> <p>Agreed outcomes included within annual SLA.</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Annual report.</p> <p>The Service Level Agreement is reviewed every year.</p> <p>Annual client satisfaction survey.</p>
Risk Assessment	Failure to support the CANWK would place a significant number of citizens in the borough at risk of marginalisation/discrimination, increased debt and potential poverty through lack of advice and support.
Safeguarding Obligations	By providing debt advice and help to residents experiencing problems with debt. The partner organisation has clear policies and procedures with regard to safeguarding.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 5 -

Equalities Obligations	This partnership positively contributes to the council's objective of understanding our communities and building a cohesive and inclusive borough.		
Climate Change Considerations	This partnership will be encouraged to support GBC's Climate Change ambitions and to include progress in their annual report.		
Date Partnership Created / Approved by Cabinet	Current SLA runs from 2022-25 (commenced in April 2016)	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 6 -

Name of Partnership	CCTV Services Partnership
Responsible Officer	Simon Hookway (Assistant Director, Communities) Kath Donald (Strategic Manager, Community Safety Unit)
Lead Member(s)	Councillor John Burden, Leader of the Executive Councillor Shane Mochrie-Cox, Lead Member for Strategic Environment
Statutory Status	Non-statutory Partnership, however, the Partnership was originally established exercising powers under the Local Government Act 1972, Local Government Act 2000 and Localism Act 2011.
Aims and objectives of partnership	The aim of the Partnership is to ensure the delivery of reliable, good quality and cost-effective CCTV services across the Local Authority partner areas (Gravesham and Medway). These services will contribute to deterring and reducing crime/ASB, assist with evidence-gathering to identify offenders and improve feelings of safety for local residents and those working in or visiting our Borough to socialise.
Expected outcomes	Continuing improvements to the effectiveness and resilience of the CCTV service thereby making a positive contribution to the Council's objectives to reduce crime and disorder. Well-defined operational and maintenance practices to ensure that the service operates efficiently and that any technical issues are capable of being resolved swiftly. A service that is fully compliant with regulations determined by the Information Commissioner's Office (ICO). Benefits linked to economies of scale in the procurement of new equipment and engineering expertise to ensure that advances in technology are exploited to improve cost-efficiencies.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community, where residents call a safe, clean and attractive Borough their home.</i> Objective #2 Place <i>A dynamic Borough, defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i>
GBC Resources (financial, officer, assets etc.)	Participating Authorities (Medway and Gravesham) pay an annual revenue cost taking into account the number of cameras held by each Authority, maintenance, fibre costs and staffing (operator) costs. Gravesham's revenue cost for 2023-24 is £183,532.64. The CCTV service is provided contracted by Medway Council via its local authority commercial arm, Kyndi (formerly known as Medway Commercial Group). Each Authority retains ownership of all CCTV cameras in the field and associated technical equipment and mobile camera units purchased through the Partnership. Gravesham currently has 55 public space CCTV cameras. The Deputy Leader serves on the Partnership Board (meeting six monthly) together with the Assistant Director (Communities), who take decisions on behalf of GBC. Strategic Manager (Community Safety) acts as a substitute on the Partnership Board if required and the Operations Manager (Community Safety) attends Operational Group (monthly) meetings. Both Managers share the responsibilities of handling the day to day expenditure of CCTV budgets, overseeing the process for requesting the downloading of footage and the deployment of mobile cameras.
Partnership membership	Medway Council; Gravesham Borough Council, Kyndi.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 7 -

Governance arrangements	<p>Governance arrangements are embodied in the Partnership Agreement and its Terms of Reference. These set out the practical governance arrangements for the Partnership including details of the membership, arrangements for meetings and decision-making processes.</p> <p>In order to ensure that ethical standards are maintained the service is delivered in accordance with Home Office approved Codes of Practice and there is full compliance with ICO regulations.</p>
Financial reporting arrangements and timeframe for reporting	<p>Financial services for the Partnership including accountancy, internal audit and insurance services are provided by Kyndi. Each financial year, Kyndi is required to prepare a business plan and a revenue budget for approval by the CCTV Partnership Board.</p> <p>A draft business plan and budget should be provided to participating Councils not later than 1 June in the year prior to it taking effect for approval and adoption by the Board. Indicative budgets for each of the two subsequent years should also be provided.</p> <p>In accordance with the Terms of the Agreement, the Partnership Board receives quarterly financial monitoring reports.</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>The Partnership business plan sets out the performance management arrangements. Monthly reports are provided by Kyndi to the Community Safety Unit which detail the number and types of incidents which CCTV cameras have actively monitored and the number of arrests that have been secured with which CCTV operators/the service was actively engaged. Monthly technical reports are also received in order that any minor camera faults can be highlighted (more serious faults are referred immediately) and explanations provided for any disruption to services.</p> <p>Each year, Kyndi complete a full Status Report on each of the Council's permanent cameras i.e. an audit of condition, functionality and any anticipated works/replacements that may be necessary.</p>
Risk Assessment	<p>The Partnership undertakes risk assessments to analyse and manage risk effectively and maintains a risk register. Any risks identified form part of the business plan and/or are brought to the attention of participating Councils by Kyndi.</p> <p>Potential risks to the future of the Partnership include the willingness of the current partners to renew their contractual arrangements in the future. The withdrawal of either Medway or Gravesham would impact the financial commitments currently in place and the costs then involved might require an alternative solution to be found in continuing to provide a CCTV service in a cost effective/affordable manner.</p>
Safeguarding Obligations	<p>The presence of CCTV is valuable as a tool to improve feelings of public safety generally and provide reassurance. It also serves both as a deterrent to those intent on committing crime/ASB and as a means of assisting with the identification of offenders and evidencing their activity to support prosecutions/other enforcement action. CCTV is also utilised to help safeguard children and vulnerable people e.g. locally CCTV has been used to assist with the locating of missing children and vulnerable adults and offers some protection to individuals who are street homeless.</p> <p>CCTV supports the Council's wider Safeguarding commitment by providing an additional resource (particularly in respect of rapid deployment/mobile cameras) that can be used in specific locations where activity that presents a safeguarding risk is occurring e.g. in hot spots for child criminal/sexual exploitation or county lines are suspected to be operating.</p> <p>ICO regulations/procedures are adhered to at all times to ensure that the use of CCTV in meeting safeguarding obligations does not e.g. infringe privacy and is always justifiable and proportionate.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 8 -

Equalities Obligations	The installation of any new CCTV cameras and the deployment of any rapid/mobile camera units requires that full consideration is given to evidence of need and that the installation are a proportionate response to the issue being addressed. The same criteria apply in each case and the opportunity to request CCTV can be submitted by members of the public or partner agencies alike. The presence of CCTV positively promotes safety for all and there are no negative impacts on the nine protected characteristics.		
Climate Change Considerations	The work of this Partnership does not have an impact on climate change at this time.		
Date Partnership Created / Approved by Cabinet	01 October 2012.	Date Partnership Terminates (if applicable)	Current Agreement terminates 31 March 2024.

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Significant partnership

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Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 9 -

Name of Partnership	Energy Saving Trust Advice Centre (ESTAC) (Careline Services)
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>Free and impartial advice to householders on behalf of the Energy Saving Trust. The partnership enables the following aims through energy efficiency work:</p> <ul style="list-style-type: none"> • Local grant scheme access including renewable energy; • Government grant schemes; • Promotion and referrals to Energy Company Obligation; • Written energy advice for householders; • Marketing services / Media relations; • Strategic support to reduce fuel poverty both locally and nationally; • Project & partnership development. <p>Enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.</p>
Expected outcomes	<p>To reduce fuel poverty as per the Home Energy Conservation Act 1995 (HECA) and reduce carbon emissions.</p> <p>To work alongside the Kent Fuel Poverty Strategy and Fuel Poverty Strategy for England.</p>
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>
GBC Resources (financial, officer, assets etc.)	Officer time to assist with aims listed above.
Partnership membership	Kent County Council (KCC) and all Kent district councils.
Governance arrangements	The governance arrangement as set out in the Business Plan and Housing Services Plan. To seek to provide suitable housing to meet the vulnerability needs within the borough. This will be through sign posting to The Department for Business, Energy & Industrial Strategy (BEIS) funded organisation. Advice and help will be provided to all residents when looking at energy matters, including fuel poverty, renewable and sustainable energy.
Financial reporting arrangements and timeframe for reporting	Reporting in the English Local Authority Statistics on Housing (ELASH, MHCLG), Home Energy Conservation Act 1995 (BEIS), Chartered Institute of Public Finance and Accountancy (CIPFA) and local performance indicators. Quarterly and annual reporting.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance reviewed annually with Kent Energy Efficiency Partnership and Gravesham Borough Council on own borough wide schemes.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 10 -

Risk Assessment	Not a statutory duty but is recognised as being best practice by the Energy Saving Trust, BEIS and all the Kent Local Authorities including KCC. Not funding risks detriment to National Indicators and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.		
Safeguarding Obligations	This partnership is intended to have a positive impact on the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions. The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.		
Date Partnership Created / Approved by Cabinet	September 2009	Date Partnership Terminates (if applicable)	N/A

☐ Significant partnership

☒ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 11 -

Name of Partnership	Gravesham Community Investment Partnership
Responsible Officer	Daniel Killian, Director (Housing)
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing
Statutory Status	There is no statutory requirement for this partnership. It will however contribute to delivery of the council's housing targets. The partnership has been established as a Limited Liability Partnerships (LLP).
Aims and objectives of partnership	The aims of the partnership are to deliver growth and regeneration by the acquisition, marketing and disposal of sites which will create successful and thriving communities, to make the best and most efficient use of land owned by the council and to provide housing that meets the needs of the Borough, including affordable, social rent and private housing. The specific objectives of the partnership are to: <ul style="list-style-type: none"> - Create new communities with a focus on quality of place and integration of existing communities (in consultation with stakeholders). - Achieve timely delivery of a range of housing tenures that reflect local need, including affordable, social and private housing for sale, to help meet demand. - Create a revenue return or capital receipt for the council, with the flexibility for the council to make a decision on this on a scheme-by-scheme basis. - Develop a long-term programme for the delivery of housing in the borough to give flexibility to Members on their investment return. - Review options for estate renewal and regeneration within the borough.
Expected outcomes	Specifically for the community, it is anticipated that the partnership will deliver housing for local people within the borough of Gravesham both through the provision of social housing and private housing. Specifically for the council, it is anticipated that the partnership will provide a return commensurate to the investment and level of risk associated with the investment,
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i> The Corporate Plan (2019-2023) identifies the need for an 'ambitious and diverse programme of building' to ensure that local housing needs can be met. This partnership supports delivery of this objective.
GBC Resources (financial, officer, assets etc)	The council has four representatives on the partnership Board; two elected Members and two senior council officers. Funding for the partnership projects will be dependent on the provision of an approved Investment Plan and/or Project Plan and only at this stage will a drawdown request be made to <u>each</u> of the Members.
Partnership membership	Gravesham Borough Council and Hill Partnerships Limited

Governance arrangements	<p>The Investment Partnership will be overseen by a Board, initially made up of seven Members (four from GBC and three from Hill). The Chair of the Board will be appointed by the Board. Board meetings are to be held monthly for the first 12 months and at least every three months thereafter.</p> <p>The Investment Partnership is served by a small project team (an Investment Team) as directed by the Board. The Investment Team will consist of at least two representatives from GBC and Hill, although both are permitted to appoint a maximum of three representatives to the Investment team. The Investment Team manages the operation of the partnership with representatives overseeing the consultants and supply chain.</p> <p>A formal agreement is in place (signed February 2023) which sets out detailed governance arrangements in place for the partnership. The formal agreement sets out the exit arrangements should either party wish to withdraw from the partnership.</p> <p>The Investment Partnership will have a Business Plan, the first of which will be put in place six months after the formal agreement is signed and will then be reviewed on at least an annual basis, or more frequently where new projects are approved.</p>
Financial reporting arrangements and timeframe for reporting	<p>The partnership has its own specific financial account, and all payments must be jointly approved by GBC and Hill Group. The partnership has authority to borrow monies as necessary, subject to approval of the Members.</p> <p>Draft annual accounts are to be provided to the council's S151 officer for the partnership and any subsidiary bodies within 6 weeks of the end of the accounting period with annual audited accounts 14 weeks after the end of the accounting period.</p> <p>Quarterly management accounts will also be provided within three weeks of the end of the accounting period.</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Performance of the partnership will be monitored by the partnership Board which has representation from the council at both an elected Member and senior officer level.</p> <p>Update reports will be provided to the Cabinet as required throughout the term of the partnership.</p>
Risk Assessment	<p>Whilst establishing an Investment Partnership is deemed to be a positive step forward for the Council, it must be noted that it does not mitigate any of the risks associated with the development of housing such as contaminated land, increasing build costs, etc. The IP does allow these risks to be shared with the partner and to be effectively mitigated with the Council benefiting from the development skills, experience, knowledge, and staff capacity of the partner.</p> <p>The Hill Group have also already established a successful Investment Partnership in Cambridge and as such, have experience in this field.</p>
Safeguarding Obligations	<p>There are no specific Safeguarding obligations resulting from this partnership.</p>
Equalities Obligations	<p>There are no direct equality implications in establishing an Investment Partnership, but the redevelopment of individual sites and the effective realisation of the Council's land and property assets will release funding to assist the Council to pursue its equality policies.</p>
Climate Change Considerations	<p>The Council's Climate Change Strategy and Delivery Plan include the specific intention of the council to ensure that all projects to deliver new council-owned housing target the achievement of net zero standards and include provision for electric vehicle charging. This principle will be adopted by any Investment Partnership established by the council.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 13 -

Date Partnership Created / Approved by Cabinet	Cabinet approval: 30 May 2022	Date Partnership Terminates (if applicable)	N/A
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Significant partnership

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Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 14 -

Name of Partnership	Gravesham Community Safety Partnership (CSP)
Responsible Officer	Kath Donald (Strategic Manager, Community Safety Unit)
Lead Member(s)	Councillor John Burden, Leader of the Executive Councillor Shane Mochrie-Cox, Lead Member for Strategic Environment
Statutory Status	Statutory Partnership
Aims and objectives of partnership	To create a safer, cleaner Borough in which to live, work and socialise. To strengthen local communities and protect vulnerable people from harm.
Expected outcomes	Reductions in recorded crime and anti-social behaviour (ASB).
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community - where residents call a safe, clean and attractive Borough their home.</i> Objective #2 Place <i>A dynamic Borough - defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i>
GBC Resources (financial, officer, assets etc.)	<p>External funding to support community safety activity is held by the Kent Police and Crime Commissioner (PCC). This is provided to Community Safety Units (CSUs) as a Crime Reduction Grant subject the submission of a satisfactory application/business case each year detailing how the funding is intended to be spent and how it relates to the priorities of both the local CSP and to priorities contained within the Commissioner's Policing and Crime Plan. The total Grant allocation available to Gravesham in 2023-24 is £35,043.00. A third of the Grant is automatically allocated to a 'tactical pot' by the PCC (£11,681.00), the initial application /business case being therefore limited to £23,362.00.</p> <p>Considerable officer time is spent in supporting the work of the CSP. All Agenda planning/distribution of documents and administration tasks associated with CSP meetings are fulfilled by the Council's CSU. All CSU and other Council officers (including senior management from the Communities Department) attend the CSP meetings. CSU officers share between them lead responsibility in respect of a number of operational sub-groups of the CSP (Area Based Action Group, Modern Slavery Working Group, Youth Engagement Panel, ASB Strategy Delivery Group, Gravesham Vulnerability Panel and Gravesham Serious Organised Crime Panel). The CSP is chaired by the Lead Member for Community Safety.</p> <p>The Council's CSU's Strategic Manager undertakes the completion of a Strategic Assessment (audit of crime and disorder) each year (the completion of an Assessment being a statutory obligation for the CSP and prepares and completes a Community Safety Public Consultation process annually on behalf of the Partnership. Officer time is also spent in preparing regular performance monitoring reports and in reviewing (and revising if necessary) the Community Safety Strategy which underpins Partnership activity. The CSU will also be leading new work this year following the introduction of a duty to carry out a strategic needs assessment in respect of Serious Violence and to produce a strategy to reduce and address Serious Violence (Police, Crime, Sentencing and Courts Act 2022).</p> <p>There are shared Partnership resources in place to support the co-location of Council officers and Kent Police representatives who work at the Civic Centre. Kent Police contribute to the cost of Council office space, furniture and utilities used by Police officers.</p>
Partnership membership	Statutory partners: Gravesham Borough Council; Kent County Council; Kent Police; Kent Fire and Rescue Service; Kent Probation; Kent and Medway NHS and the Office of the Kent Police and Crime Commissioner.

<p>Governance arrangements</p>	<p>The Partnership has Terms of Reference and governance arrangements that were formally agreed by all statutory partners in January 2021. Specifically, these set out:</p> <ul style="list-style-type: none"> • Purpose of the Partnership • Key areas of responsibility • Statutory duties • Membership • Chairmanship • Decision-making (including voting rights) • Agenda-setting and administration • Role of the Executive Group • Accountability. <p>The CSP Executive Group is comprised of the Director (Communities), the Chair of the CSP (Elected Member/Portfolio holder for Community Safety) and Council officers as appropriate. Other statutory partners may be invited/are welcome to attend the Executive Group meetings, in advance of CSP meetings to agree the Agenda, if a specific issue has arisen in respect of which the participation of a further statutory partner is deemed to be beneficial.</p> <p>In terms of public accountability, the CSP's Community Safety Strategy (including outcomes of Public Consultation exercises) are made available on the Council's website. The work of the CSP is also reviewed several times each year by the Council's Crime and Disorder Scrutiny Committee.</p>
<p>Financial reporting arrangements and timeframe for reporting</p>	<p>Performance reports provided to the CSP each year detail how external funding e.g. Crime Reduction Grant, Home Office funding, has been used during the year. The Council's CSU provides the Office of the PCC with both a mid-year report and year-end report on progress made in the delivery of initiatives funded via the CRG and Home Office funded projects e.g. Safer Streets Round 4, are subject to quarterly monitoring returns.</p>
<p>Performance monitoring arrangements and details of formal review of partnership arrangements.</p>	<p>Performance monitoring reports are provided to the CSP quarterly meetings that contain detailed information on crime trends and changes in recorded ASB incidents. Verbal and/or written progress reports are also provided by the Chairs of each of the Partnership's operational sub-groups in respect of activity within their specific area of responsibility.</p> <p>The Strategic Assessment process, completed towards the end of each calendar year, provides an opportunity to review activities carried out and their impact. As part of this process, consideration is also given to any new/emerging priorities and any anticipated changes in legislation or statutory duties and amendments made to the Community Safety Strategy if necessary to reflect these.</p> <p>Public consultation and community engagement exercises also ensure that those community safety issues that are being identified by local people as most important to them are being addressed. If a new issue comes to light, the Partnership can review existing priorities and incorporate the newly identified issue into work programmes if appropriate.</p> <p>The Council's Crime and Disorder Scrutiny Committee meets twice a year to review Partnership activity (in compliance with the provisions of the Police and Justice Act 2006) and ensure that statutory responsibilities are being met. This Committee generally selects a specific area of Partnership activity e.g., ASB, Modern Slavery etc. for scrutiny at each of its meetings and representatives of relevant statutory partner agencies are invited to attend.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 16 -

Risk Assessment	Funding to support Community Safety activity and the work of the Partnership is limited and we are largely reliant on bidding for external funding when opportunities arise. The PCC's Crime Reduction Grant has been made available again this year but there is no guarantee that this will continue in future years or that the amount available might not be reduced. New arrangements and a move away from a District allocation is a potential risk to the ability of local CSUs to continue to deliver the range of projects/initiatives that have been fundamental in addressing the strategic community safety priorities at an operational level thus far.		
Safeguarding Obligations	The work of the CSP makes a significant contribution to improving community safety across the Borough but also has strands of work that directly contribute to the Safeguarding agenda e.g. the Gravesham Vulnerability Panel (GVP) is a multi-agency operational sub-group of the CSP which accepts referrals from partner agencies of vulnerable adults with complex needs and that develops tailored action plans for those individuals in order that they can be encouraged to engage with services and receive the support they need. A Modern Slavery Working Group also exists to help raise awareness of the signs of abuse/exploitation and encourage reporting in order that exploited individuals can be properly assisted and reduce the risk of further harm.		
Equalities Obligations	The work of the CSP contributes to the Council's overall Equalities aims and objectives as initiatives to reduce crime and disorder benefit the local population as a whole. The Partnership also delivers a range of initiatives that aim to encourage access to services by groups that are under-represented and by tackling specific crime types to which certain individuals and communities may be more vulnerable e.g., hate crime.		
Climate Change Considerations	The work of this Partnership does not have an impact on climate change at this time.		
Date Partnership Created / Approved by Cabinet	October 2020	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 17 -

Name of Partnership	Gravesham Gateway
Responsible Officer	Simon Walsh, Head of Communities
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory
Aims and objectives of partnership	<p>Gateway is a partnership between Kent County Council and Gravesham Borough Council, set up to provide a wide range of public and voluntary services in one convenient location.</p> <p>Gateway is about creating better access for customers to a range of public services. In providing access at a single location, it is intended to:</p> <ul style="list-style-type: none"> improve the customer's experience of seeking assistance by creating a friendly and approachable service providing joined up and effective delivery; improve service delivery by increased customer focus and sharing of information; and Increase efficiency by working collaboratively.
Expected outcomes	Joining up of information to the benefit of customers; information sharing.
Links to GBC Corporate Objectives	<p>Objective #3 Progress</p> <p><i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</i></p>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> Management and Officer time to drive the direction of the Gateway and deliver customer service requirement. The Gateway is located in the Civic Centre reception and there is use of facilities in the Civic Centre for Gateway staff.
Partnership membership	Kent County Council and Gravesham Borough Council
Governance arrangements	<p>Current reporting mechanism covering financial planning, operational issues and general performance is in place between Service Manager (Communities) and Director (Communities) (GBC), and Gateway Operations Manager.</p> <p>Decisions relating to the budget or fundamental changes are reported to Members.</p>
Financial reporting arrangements and timeframe for reporting	Annual budget review and business planning.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Reports to GBC Management Team and Lead Member.
Risk Assessment	<p>KCC and GBC have signed agreements to deliver the joint Gravesham Gateway for a period of 15 years (ending in December 2025). KCC contribute 50% towards the costs of management, staffing and premises space. Generated income is also shared on a 50/50 basis.</p> <p>KCC have recently undertaken a community services consultation, proposing that the Gravesham Gateway is closed and the services hosted, co-located within Gravesend Library. The consultation ran from 17 January 2023 to 26 March 2023. If that proposal is accepted and ratified by KCC in Summer 2023 the partnership would come to an end after the initial 15 year period.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 18 -

Safeguarding Obligations	<p>Gravesham Gateway has consisted of a number of service providers who deliver support and advice to vulnerable adults / children.</p> <p>Whilst the specific delivery partners working within the Gateway have changed since the pandemic, a general range of support has continued to be offered or can be signposted.</p> <p>The formal Gravesham Gateway partnership does not have its own Policy, however, both partners (Gravesham Borough Council and Kent County Council) do. Officers would follow their respective policy.</p> <p>In the event of an incident within the Gravesham Gateway, Gravesham Borough Council's procedures are followed</p>		
Equalities Obligations	<p>Gateways are specifically developed to meet equality requirements and, in particular, accessibility of services for all customers. The concept of providing face to face services alongside digital, of enabling interpreting and translation services across all partners is part of the core offer</p>		
Climate Change Considerations	<p>Delivering a range of services from one central point supports the climate change agenda by reducing multiple travel points for customers and reducing building and utility requirements for agencies. There are economies of scale with regards to use of power and facilities which are delivered on a shared basis which directly attribute to reducing carbon omissions (for example, heating one premises, as opposed to multiple)</p>		
Date Partnership Created / Approved by Cabinet	April 2010	Date Partnership Terminates (if applicable)	2025 if runs to full term of 15 years

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 19 -

Name of Partnership	Greater North Kent
Responsible Officer	Stuart Bobby, Chief Executive
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership.
Aims and objectives of partnership	<p>Greater North Kent (GNK) is a strategic collaboration between local authorities. Its remit is to promote economic prosperity, social wellbeing and sustainable place-making in North Kent; and through investments, influence and activities to ensure positive outcomes for North Kent by:</p> <ul style="list-style-type: none"> • Advocacy: Through evidence-based research and investigation, collaborating with a wide-range of local partners and external organisations where appropriate, to act as an informed and influential voice for their area; • Strategy: Developing an evidence-based Work Programme, updated and amended as necessary from time to time, that identifies local strengths and challenges, future opportunities and the collaborative action needed to boost sustainable and high quality infrastructure- and jobs-led growth, improved skills, improved health and wellbeing, increased investment and social cohesion across the area; • Co-ordination: Using their convening power, for example to co-ordinate responses to opportunities and events, where appropriate bringing together stakeholders from the private, public and third sectors; • Securing funds: Identifying and developing investment opportunities, supporting Partner Authorities and, where appropriate, other bodies in bidding for grants and other external resources; and monitoring and evaluating the impacts of its activities <p>Collaboration: bringing together resources, expertise and leadership to progress agreed priorities across North Kent, potentially including through shared service arrangements.</p>
Expected outcomes	<p>It is anticipated that GNK will enable greater joint-working across the North Kent area, whilst acting as a single-voice for the area in order to ensure North Kent is able to maximise opportunities that arise in terms of project delivery and grant funding.</p> <p>Specifically, the work programme embraces five priorities: health, skills, climate action, infrastructure and culture.</p>
Links to GBC Corporate Objectives	<p>Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p> <p>Objective #2 – Place <i>A dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i></p>
GBC Resources (financial, officer, assets etc.)	<p>GNK is supported by GBC Officers as required through specific projects and activities as well as attendance at Group meetings.</p> <ul style="list-style-type: none"> • Each local authority pays a subscription which is determined by the GNK Board annually in advance of the financial year in question. GBC's contribution is 11.3% of the total subscription fee, payable in a single instalment.
Partnership membership	Dartford Borough Council, Gravesham Borough Council, Kent County Council, Maidstone Borough Council, Medway Council and Swale Borough Council.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 20 -

Governance arrangements	<p>Dartford Borough Council act respectively, as the Accountable Body and the Employing Body on behalf of GNK, in accordance with the formal Agreement in place.</p> <p>Medway Council is the Lead Body for Legal Services.</p> <p>A Greater North Kent Board is in place which consists of the political leaders of the Partner Authorities and operates in accordance with an agreed set of Terms of Reference which describes the purpose, scope and authority of GNK. This is supported by a Chief Officers' Groups which consists of the Chief Executive or equivalent or the nominated Director (or equivalent) of a Partner Authority;</p> <p>A formal agreement is also in place, which has been signed by the Leaders of each partner authority and sets out the legalities of GNK. This also sets out termination arrangements for the Accountable Body as well as the Exit Strategy from the arrangement, should a Partner Authority wish to leave the arrangement.</p>		
Financial reporting arrangements and timeframe for reporting	<p>Greater North Kent is primarily a strategic body and in line with the agreed terms of reference, where external funding is sought for projects in North Kent, whether capital or revenue, the lead role including financial accountability will usually be undertaken by one or more of the Partner Authorities. There may be circumstances where GNK will lead on applications for external resources.</p> <p>Responsibility for establishing and maintaining appropriate financial management arrangements, including monitoring of income and expenditure in relation to Funding and Support, will be undertaken by Dartford Borough Council as the Accountable Body.</p>		
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>As the Accountable Body, Dartford Borough Council is responsible for implementing the decisions and directions of the GNK Board and as such, will provide performance and monitoring reports to the GNK Board.</p>		
Risk Assessment	<p>GNK is not considered to be a risk to Gravesham Borough Council as it provides a more collaborative approach to working across North Kent.</p>		
Safeguarding Obligations	<p>GNK itself has no specific obligations in relation to Safeguarding. However, as individual projects develop, consideration will be given to any Safeguarding obligations as necessary.</p>		
Equalities Obligations	<p>GNK itself has no specific obligations in relation to Equalities. However, as individual projects develop, consideration will be given to any Safeguarding obligations as necessary.</p>		
Climate Change Considerations	<p>One of the key priority areas for action identified by GNK is <i>Climate Action</i> and as such, climate change will be considered as a key element of all GNK discussions.</p>		
Date Partnership Created / Approved by Cabinet	08 June 2022	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 21 -

Name of Partnership	Greater South East Energy Hub
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	Funding assistance for Sustainable Warmth funding; <ul style="list-style-type: none"> • Assistance with accessing Sustainable warmth funding • Support to run the project • Support with advertising • Fully running the referral program
Expected outcomes	<p>To reduce fuel poverty as per the Home Energy Conservation Act 1995 (HECA) and reduce carbon emissions.</p> <p>To enable low income, vulnerable private households upgrade their insulation measures ensuring a warm and environmentally sound property.</p>
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	Officer time to assist with aims listed above.
Partnership membership	Most Kent district councils.
Governance arrangements	The governance arrangement as set out in the Business Plan and Housing Services Plan. To seek to provide suitable housing to meet the vulnerability needs within the borough. This will be through sign posting to The Department for Business, Energy & Industrial Strategy (BEIS) funded organisation. Advice and help will be provided to all residents when looking at energy matters, including fuel poverty, renewable and sustainable energy.
Financial reporting arrangements and timeframe for reporting	Reporting in the English Local Authority Statistics on Housing (ELASH, DLUCH), Home Energy Conservation Act 1995 (BEIS), Chartered Institute of Public Finance and Accountancy (CIPFA) and local performance indicators. Quarterly and annual reporting.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance reviewed monthly and quarterly with the Greater South East Energy Hub
Risk Assessment	Not a statutory duty but is recognised as being best practice by the Energy Saving Trust, BEIS and all the Kent Local Authorities including KCC. Not funding risks detriment to National Indicators and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.
Safeguarding Obligations	This partnership is intended to have a positive impact on the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 22 -

Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions. The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.		
Date Partnership Created / Approved by Cabinet	June 2021	Date Partnership Terminates (if applicable)	N/A

☐ Significant partnership

☒ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 23 -

Name of Partnership	G-Safe Town Centre Crime Reduction (Radionet) Scheme
Responsible Officer	Kath Donald (Strategic Manager, Community Safety Unit) Sean Steer (Operations Manager, Community Safety Unit)
Lead Member(s)	Councillor John Burden, Leader of the Executive Councillor Shane Mochrie-Cox, Lead Member for Strategic Environment
Statutory Status	Non-statutory Partnership
Aims and objectives of partnership	G-Safe aims to: <ul style="list-style-type: none"> • Reduce and prevent crime and anti-social behaviour including alcohol-related crime and disorder • Improve the detection of crime with a view to apprehending and prosecuting offenders • Reduce fear of crime and the effects of the fear of crime • Create a safe and secure environment for customers, staff and visitors • Strengthen joint working between the business community, Police, Local Authority and other agencies and organisations both locally and in partnership with neighbouring Districts and Boroughs
Expected outcomes	Reductions in crime, anti-social behaviour and substance misuse Increased confidence within the business and retail community in Gravesham as a good place in which to invest. Improved public perceptions about personal safety and the promotion of Gravesham as a safe place to socialise Improved sharing of intelligence between the G-Safe Scheme, the Council's Community Safety Unit (CSU)/other Departments as necessary and Kent Police
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community, where residents call a safe, clean and attractive Borough their home.</i> Objective #2 Place <i>A dynamic Borough, defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i>
GBC Resources (financial, officer, assets etc.)	The day-to-day management, delivery and financial control of the G-Safe Scheme has operated independently of the Council since June 2011, (as is the case with other Town Centre Crime Reduction initiatives across the County and as recommended by Kent Police). The G-Safe Co-ordinator is employed and managed directly by the G-Safe Board. The Council provides the G-Safe Co-ordinator with a hot desk at the Civic Centre and allows Council meeting rooms to be used (subject to availability) for G-Safe meetings. CSU officers attend and provide advice as appropriate to G-Safe Board meetings. This ensures that good links are maintained between G-Safe members, the CSU and the CCTV service operating from Medway. The CSU works closely with the G-Safe Co-ordinator who has been a key partner in the establishing of the Gravesham Safe Spaces Scheme and Best Bar None Initiative, both developed through the Home Office funded Safer Streets Round 4 Project. Quarterly G-Safe Board and Members' Meetings are attended by the CSU Strategic Manager or Operations Manager as necessary.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 24 -

Partnership membership	Gravesham Borough Council, Kent Police, local retailers, businesses and licensed premises, KCC Community Warden Service, Street Pastors, Kyndi (CCTV Service).		
Governance arrangements	<p>The Scheme is governed by a Constitution and Code of Practice as agreed by the G-Safe Board to accurately reflect the current arrangements. The Scheme's operating practices are audited by the Association of Business Crime Partnerships (ABCP) and it has been recognised as having excellent procedures in place. Audits by ABCP take place every two years and the last audit deemed the Scheme worthy of a Distinction for its governance arrangements.</p> <p>The Strategic Manager or Operations Manager, CSU, attend the quarterly G-Safe Board meetings because of the benefits of our joint working but the Council does not have any voting rights. Whilst Council officers attend these meetings, they do not have any responsibility for their administration or governance – these functions are carried out independently by the G-Safe Co-ordinator.</p>		
Financial reporting arrangements and timeframe for reporting	Financial management of the Scheme rests in its entirety with the G-Safe Board as the Scheme operates completely independently of the Council. We are not required to support the Scheme financially and the G-Safe Board conducts its own financial monitoring. The Scheme has from time to time bid for CSU funding and is then subject to the same criteria and application process that applies to all other organisations approaching the CSU for financial support.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance monitoring of the Scheme is managed by the G-Safe Coordinator, with regular reports being provided to its' quarterly Board meetings. A formal review of the Partnership's arrangements is completed as part of the Scheme's Annual General meeting, including consideration of its' membership.		
Risk Assessment	The G-Safe Scheme is a self-financing initiative with its running costs being met through Radionet membership fees and any additional new work relies on the successful external applications/bids for funding.		
Safeguarding Obligations	<p>This partnership contributes to the protection of children and vulnerable people living in or visiting Gravesend town centre. In particular, registration of vulnerable people onto the Shop Safe Scheme e.g. people with dementia/mental health issues who may become confused or disorientated when out and about, allows them to be assisted by any G-Safe member premises who can access their details and contact a family member/carer.</p> <p>The Scheme has also been instrumental in locating children/young people and adults who are reported missing.</p> <p>The G-Safe Scheme follows clear procedures when safeguarding issues arise and the advice of the CSU (Council and Police staff) is sought as necessary.</p>		
Equalities Obligations	The Scheme/Partnership contributes to improving community safety for all local residents and those working or visiting the area and does not negatively impact any protected equalities characteristics. In fact, it serves to positively support activity to reduce the risks of harm to any individuals who may be/may feel more vulnerable to victimisation because of protected characteristics.		
Climate Change Considerations	The work of this Partnership does not have an impact on climate change.		
Date Partnership Created / Approved by Cabinet	As an independent entity, created June 2011.	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 25 -

Name of Partnership	Kent Connects
Responsible Officer	Darren Everden, Assistant Director (IT & Transformation)
Lead Member(s)	Councillor John Burden, Leader of the executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<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>
Expected outcomes	<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>
Links to GBC Corporate Objectives	<p>Objective #3 Progress</p> <p><i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</i></p>
GBC Resources (financial, officer, assets etc.)	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.
Partnership membership	All Kent District Councils, Kent County Council, Medway Council, Kent Police, Kent Fire & Rescue, South East Commissioning Support Unit (NHS).
Governance arrangements	<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"> • The objectives and priorities of the partnership along with clarification of the partners' roles and responsibilities in the partnership; • Details of how any declarations of interest are to be made and emphasising the requirements of partners to declare these; • 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; • Specific details of legal issues including procurement, financial procedure rules and insurance requirements; • Details of how partners are able to withdraw from the partnership should they wish to; and • Specific schedules to detail the constitutional arrangements for the relevant Boards that make up the Kent Connects partnership. <p>The partnership has a Leadership Group 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>In addition, the Joint Kent Chief Executives Group approves the strategic direction of the Partnership and review its progress at its meetings every two months or otherwise as agreed.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 26 -

Financial reporting arrangements and timeframe for reporting	Annual budget is agreed and monitored by the Kent Connects Leadership Group.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance is managed using the project management for each project. Projects are reported to the Kent Connects Leadership Group.		
Risk Assessment	All projects are managed using Prince2 and are risk assessed		
Safeguarding Obligations	N/A		
Equalities Obligations	There are no negative impacts in terms of the nine protected characteristics		
Climate Change Considerations	The partnership encourages the use of technology to minimise impact on climate change, including the use of virtual meetings to conduct its business and the Smart Cities Kent and Medway group to promote technology initiatives to improve the environment.		
Date Partnership Created / Approved by Cabinet	2002	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Name of Partnership	Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership
Responsible Officer	Wendy Lane Assistant Director (Planning)
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Strategic Environment Councillor Gavin Larkins, Member appointed to Outside Body
Statutory Status	Statutory Partnership
Aims and objectives of partnership	To secure the conservation and enhancement of the Kent Downs AONB whilst supporting the social and economic wellbeing of its communities. Objectives: (1) to help realise the strategic vision for the Kent Downs AONB, and to oversee the Kent Downs AONB Management Plan; (2) to provide advice to those of its members with statutory responsibilities for the effective management of the Kent Downs AONB.
Expected outcomes	(1) A secure and more independent Kent Downs AONB Partnership. (2) A Kent Downs AONB Partnership which is recognised as 'The Champion' for the AONB. (3) The delivery of a well-supported Kent Downs AONB Management Plan through partners and focussed Kent Downs AONB led projects.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <ul style="list-style-type: none"> improve the local environment create clean, welcoming neighbourhoods and parks, and an attractive town centre <p>Objective #2 Place</p> <ul style="list-style-type: none"> enhance the vibrancy of the Gravesham economy raise Gravesham's economic profile improve economic conditions improve resident well-being enhance the borough's cultural offer <p>GBC has a statutory duty placed upon it to act jointly, in partnership with other local authorities to prepare and review an AONB Management Plan under the Countryside and Rights of Way Act 2000. GBC also has a statutory 'duty of regard' placed on it towards the purposes of the AONB in all of its functions – the AONB Management Unit assists with this work in partnership with the other member local authorities. CROW act requires a Management Plan reviewed on a 5 year cycle.</p>
GBC Resources (financial, officer, assets etc.)	<p>Financial: annual contribution of £4,138 as a standstill budget to be reviewed annually. This matches all other AONB Kent district local authorities and is around 1.3% of the AONB Management Unit's £310,641 core budget; 72% coming from DEFRA and 28% coming from Natural England.</p> <p>Human Resources: 1 officer and 1 member attendance (twice yearly) at the AONB Joint Advisory Committee (JAC). – see https://www.kentdowns.org.uk/about-us/who-we-are/joint-advisory-committee/ . Required to comment on consultation documents and take forward to adoption as appropriate with GBC.</p> <p>Use of Buildings: the Kent Downs AONB Partnership does not require use of GBC offices for the JAC Meetings. JAC Meetings are held within the AONB at various locations at no additional cost to GBC.</p>

Partnership membership	<p>Public: Natural England, English Heritage, Ashford Borough Council, Canterbury City Council, Dover District Council, Gravesham Borough Council, Kent County Council, London Borough of Bromley, Maidstone Borough Council, Medway Council, Sevenoaks District Council, Shepway District Council, Swale Borough Council, Tonbridge & Malling Borough Council, Kent Association of Local Councils, Environment Agency.</p> <p>Private: Country Land and Business Association, National Farmers Union, Visit Kent.</p> <p>Voluntary: Action with Communities in Rural Kent.</p>
Governance arrangements	<p>Terms of Reference:</p> <p>The Kent Downs AONB Partnership has a set of Terms of Reference agreed by the JAC covering: (1) Remit; (2) Membership; (3) Power to Co-opt; (4) Voting Rights; (5) Election of Chairman; (6) Frequency of Meetings; (7) Secretariat; (8) Agenda.</p> <p>Constitution:</p> <p>The Kent Downs AONB Partnership constitutes:</p> <p>(1) JAC; (2) Executive Group; (3) AONB Forum; (4) Sub-committees; (5) AONB Management Unit.</p> <p>Memorandum of Understanding:</p> <p>A Memorandum of Understanding was signed by all partner local authorities and Natural England.</p>
Financial reporting arrangements and timeframe for reporting	<p>Financial Reporting Time Frame:</p> <p>A report is prepared by the AONB Management Unit Director on the financial position which is presented as an item at each JAC meeting (twice yearly).</p> <p>Budget Monitoring/Management:</p> <p>The JAC agrees the annual budget and the priorities for the Kent Downs AONB. Each partner may ask for further details should it wish.</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Performance Monitoring Arrangements:</p> <p>Regular reports are prepared and presented to the Kent Downs AONB Partnership JAC and Executive, which meet twice yearly and four times yearly respectively. The Business Continuity Plan is reviewed annually and presented to the JAC and Executive. A monitoring arrangement has been agreed nationally with Natural England.</p> <p>Review of Partnership Arrangements:</p> <p>In 2002, a review of staffing and governance was undertaken. In 2008 (following the review of the AONB Management Plan), a review of the Terms of Reference was undertaken. The AONB Management Unit has commissioned an internal audit of its finances and management arrangements.</p>
Risk Assessment	<p>Risk Assessment:</p> <p>The Kent Downs AONB Management Unit has a Business Continuity Plan and a Risk Register which covers the risks of the Unit and, to some extent, the Partnership (available on request).</p> <p>Risk to Council:</p> <p>Failure to meet its statutory duties including the 'duty of regard' to the Kent Downs AONB.</p> <p>Mitigation:</p> <p>The Kent Downs AONB Partnership has been successful at meeting its aims and objectives; therefore it has not been necessary to take mitigation action.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 29 -

Safeguarding Obligations	Through work with education sector and pupil engagement they will ensure that they maintain a safe and trusted environment for everyone who comes in to contact with them, including their staff and volunteers. They will follow the processes set out by KCC for their staff.		
Equalities Obligations	The current version of the Management Plan 2021-2026 is accompanied by an equalities impact assessment part 1 screening assessment and this finds no negative impacts for 8 of the 9 protected characteristics and it considers that 'marriage and civil partnerships' is N/A.		
Climate Change Considerations	<p>The overall vision for the AONB remains unchanged. This revision seeks to respond to the changing context in which the 20 year vision operates – including the level of housing growth expected in Kent and climate, agriculture and biodiversity challenges and opportunities.</p> <p>This is because it is recognised that the Kent Downs are vulnerable to changes in the natural environment being generally a dry and free-draining landscape, and located in one of the driest parts of the country where predicted climate change will be most strongly felt.</p>		
Date Partnership Created / Approved by Cabinet	14 July 1997	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Name of Partnership	Kent Energy Efficiency Partnership (KEEP)
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory Partnership
Aims and objectives of partnership	Co-ordinating a range of initiatives to cut CO ² emissions, reduce fuel poverty and support delivery of government environmental targets via partnership working through all the Kent local authorities and the Energy Saving Trust Advice Centre (ESTAC). Levy funding for Kent to encourage take up of sustainable energy measures and to eliminate fuel poverty.
Expected outcomes	To work towards the relevant government performance standards including the Home Energy Conservation Act 1995 (HECA). To work alongside the Kent Fuel Poverty Strategy and Fuel Poverty Strategy for England.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	Officer time to attend and chair bi-monthly meetings and to engage in future schemes with other partners. Manager time to attend training/conference days to acknowledge guidance in helping the government reach its targets under the Energy Act 2011 and the Climate Change Act 2008. To help develop policies/strategies for GBC and Kent.
Partnership membership	All local authorities in Kent, including Kent County Council.
Governance arrangements	The governance arrangements for the partnership are set out in the group constitution. The purpose of the group is to improve the council's and private sector housing stock through energy efficiency measures to deliver aims, objectives and targets identified in The Department for Business, Energy & Industrial Strategy (BEIS) returns. The constitution sets out: <ul style="list-style-type: none"> • Each local authority will have a representative from their local authority who will assist in delivering energy initiatives across Kent and their local area; • Regular meetings including workshops to discuss current issues, share 'Best Practice', review progress of on-going projects and circulate case studies where necessary; • Encouraging working partnerships between local authorities and other agencies in the public, private and voluntary sectors; • Where appropriate, assist with securing funding and services for works and projects within the Region; • Taking forward new local, regional and national initiatives on issues relating to the purpose of the partnership; and • Annual nomination of Chair.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 31 -

Financial reporting arrangements and timeframe for reporting	Reporting to the Chartered Institute of Public Finance and Accountancy (CIPFA) and The Department for Business, Energy & Industrial Strategy (BEIS) and through performance indicators.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	Annual review of partnership Terms of Reference.		
Risk Assessment	<p>Delivery of energy efficiency initiatives in Gravesham and Kent wide could be at risk without a delivery vehicle such as this.</p> <p>Not funding risks detriment to National Targets and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.</p>		
Safeguarding Obligations	There is no impact anticipated with this partnership.		
Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	<p>This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.</p> <p>The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.</p>		
Date Partnership Created / Approved by Cabinet	1997	Date Partnership Terminates (if applicable)	N/A

☐

Significant partnership

☒

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 32 -

Name of Partnership	Kent Equality Cohesion Council
Responsible Officer	Anita Tysoe, Head of Town Centre & Cultural Services
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	The objectives of the KECC service, to which KECC adhere are: To work towards reducing inequality, eliminate discrimination, strengthen good relations between people and promote human rights in the County of Kent.
Expected outcomes	<ul style="list-style-type: none"> • Support communities and groups in eliminating discrimination and strengthening relations between and among communities. • Assist GBC in bringing communities together • Assist GBC in consulting with various communities about GBC policies and services and wider issues linked to the development of the area; • Advise GBC on its own policies with regard to diversity; • Provide advice to residents on issues relating to all of the strands of equality and diversity; • Attendance at relevant GBC meetings e.g. Equalities Officer Working Group, Community cohesion meetings • Working with the council around emerging new communities and any associated issues. <p>Assist GBC in bringing new and resident communities together through community events such as St George's Day, Gravesham Festival, Fusion Festival, Christmas Light Parade and specific pieces of community development work;</p>
Links to GBC Corporate Objectives	Objective #2 – Place <i>A dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i>
GBC Resources (financial, officer, assets etc.)	Grant of £13,883 per annum.
Partnership membership	Charity
Governance arrangements	<p>Governance arrangements for the partnership with Kent Equality Cohesion Council (KECC) are set out in the Service Level Agreement. The purpose of this operational agreement is to define the relationship between Gravesham Borough Council and KECC and to set out the terms of the working partnership between the two parties.</p> <p>Specifically, the service level agreement sets out a number of integral governance elements including:</p> <p>(1) Term of Agreement; (2) Responsible parties; (3) Staffing provision; (4) Financial arrangements; (5) Insurance provision; (6) Partnership monitoring arrangements; (7) Partnership review process.</p>
Financial reporting arrangements and timeframe for reporting	Produce annual audited accounts.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Annually through the Service Level agreement (SLA).

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 33 -

Risk Assessment	KECC provides independent support to the community and advises the Council on equality and diversity issues, as well as emerging issues or tensions. Through their events arm, Cohesion+, the organisation brings additional funding and resource to the area which focusses on developing good community relations		
Safeguarding Obligations	The partnership has a positive impact on the lives of children and/or vulnerable adults through engagement projects and events which highlight issues such as safeguarding.		
Equalities Obligations	This partnership positively contributes to the council's objective of understanding our communities, tackling inequalities and building a cohesive and inclusive borough.		
Climate Change Considerations	This partnership will be encouraged to support GBC's Climate Change ambitions and to include progress in their annual report.		
Date Partnership Created / Approved by Cabinet	Current SLA commenced April 2017	Date Partnership Terminates (if applicable)	Current Annual SLA terminates March 2024

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Significant partnership

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Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 34 -

Name of Partnership	Kent Home Choice
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Statutory – The Homelessness Act 2002
Aims and objectives of partnership	<p>Aim: To allow Gravesham Borough Council to abide to the 2002 Act to ensure that our allocation policies provide for choice wherever possible. Provide guidance on how the implemented choice based lettings scheme works.</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) To meet the particulars of the “Choice Based Lettings Code of Guidance”. 2) Ensure we have introduced an “<i>advertising scheme</i>” (<i>Choice Based Letting</i>). 3) Publish a statement in our allocation scheme about our commitment to offering choice to applicants wherever possible. 4) Provides guidance on how to implement a choice based lettings scheme. 5) Ensure we adhere and have the ability to log data relating to the Homelessness Reduction Act 2017
Expected outcomes	<ol style="list-style-type: none"> 1) Ensure compliance with statutory obligation. 2) Provide more choice to all applicants on the housing register applying for housing with the authority’s area. 3) Ensure “Kent best practice” by working in partnership with other Local Authorities and Housing Providers to develop a Kent wide scheme. 4) Delivery of a more open, audited, allocations process to all housing applicants.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>
GBC Resources (financial, officer, assets etc.)	<p>Financial: The council makes a contribution of £18,000 each year to the Kent Partnership. This can be increased dependent on required enhancements.</p> <p>Human Resources: Team of three full time Allocation Officers to advertise vacancies, assess applications for housing, monitor the housing register, and shortlist applicants for nominations to housing.</p> <p>Use of Buildings and resources: The Allocations Team is on the first floor of the Civic Centre and has full access to IT systems, the internet and telephone systems.</p>
Partnership membership	<p>Development Members of Locata and from the 1 July 2023 Huume who will be the new software provider (although Locata will run until the end of August 2023). The organisation which owns maintains and develops the IT and Software system that allows Kent Home Choice to operate as an integrated, standalone computer database in the advertising of all properties, and the holding of the details of all applicants and histories of bids made on all council premises advertised. Also produces the auditing information regarding performance and value for money of the Kent Home Choice system. Other members include all other Kent Local Authorities, including Medway and Registered Providers operating within the county.</p>

Governance arrangements	<p>Locata/Huume run two independent bodies to manage and organise the Home Choice Scheme. The Kent scheme has its own constitution which provides:</p> <ul style="list-style-type: none"> • A board consisting of all Kent District Council senior officer representatives created to oversee and observe the observation by Locata of all statutory and best practice requirements of the Homelessness Act 2002. • The Users Group. A combined body of all “development members” of Kent Home Choice. Made up of the individual Local Authorities running the scheme. The Group looks at, and joint works with technical issues such as software upgrades, failures in the IT system, the implementation of any additional database reports, or any practical failures of the Home Choice system in service provision of the stated aims of compliancy with the 2002 Act.
Financial reporting arrangements and timeframe for reporting	<p>The Allocations Team are required to provide at the middle yearly quarter a budgetary forecast for the costs of membership of the system for the next financial year. The team’s obligations are to keep the yearly cost at the prescribed level, avoid increases above the level of inflation and ensure the scheme delivers value for money.</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Performance Monitoring Arrangements:</p> <p>Locata and Huume provide an auditing service which provides regular fortnightly, monthly, quarterly and yearly statistics on the performance of the system. These reports detail the number of properties advertised, let and the time taken to let them. The number of applicants, their personal household details, how long on the waiting list and the amount of offers/bids they have made. The system also breaks down performance, regionally, by authority, by property type, by gender and by age.</p> <p>Review of Partnership Agreements</p> <p>Yearly. With a budgetary and Service review of the Locata System being carried out and for Huume once the system goes live. All members are required to agree afresh the terms of the Service, costs, provisions and technical requirements of the system. In actuality these are likely to be based on any changes in legislation, fit for purpose, technical failures and budgetary restraints.</p>
Risk Assessment	<p>Kent Home Choice is an independent standalone system run by the Locata organisation and Huume from the 1 July 2023 As a “bought in” service, it has its own Business Continuity Plan. And will run independently of Gravesham Borough Council in the event of a major incident.</p> <p>Gravesham Borough Council’s Business Continuity Plan covers the absence of the Allocations Team in a major incident.</p>
Safeguarding Obligations	<p>This partnership is intended to have a positive impact on the lives of vulnerable people by; providing more choice to all applicants on the housing register applying for housing within the authority’s area.</p>
Equalities Obligations	<p>Help everyone to make use of the services to which they are entitled</p> <p>Give information and advice in the most suitable ways</p> <p>Monitor and evaluate services to identify whether they are meeting people’s needs</p> <p>There are no negative impacts to in terms of the nine protected characteristics and Kent Home Choice have created their own equality impact assessment that is available upon request.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 36 -

Climate Change Considerations		The operational way of working compliments the climate change considerations as this function is paperless and compatible to work on mobiles, tablets from the home avoiding customers the need to travel to locations.	
Date Created / Approved by Cabinet	2007	Date Partnership Terminates (if applicable)	N/A

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Significant partnership

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Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 37 -

Name of Partnership	Kent Housing Group
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing
Statutory Status	Statutory – The Housing Act 1985, Local Government and Housing Act 1989, Landlord and Tenant Act 1985 and The Localism Act.
Aims and objectives of partnership	<p>Aim: To allow Gravesham Borough Council to abide to the above legislation to ensure that our policies provide/promote collaborative working, sharing expertise and resource to bring efficiencies to common areas of work, that add value to the outcomes, and produces value for money for members, residents and communities we serve.</p> <p>Aim also includes:</p> <ol style="list-style-type: none"> 1) Provide strategic leadership – shaping and setting the housing agenda; 2) To build relationships and influence decisions for the benefit of Kent; 3) To draw in resources from both traditional and alternative sources; 4) To work together to improve the supply and quality of affordable homes; and 5) To create sustainable communities in Kent. <p>Objectives:</p> <ol style="list-style-type: none"> 1) Share good practice and understanding of the housing market in Kent and Medway; 2) Ensure there is a supply of good quality new homes to respond to need and existing social/affordable and private rented homes are managed to a high standard; 3) To develop shared practice and ways of working to increase consistency across the region, to improve access to services and standards of service delivered; and 4) To contribute the collective views of the housing sector in Kent and Medway to influence Central and Local Government policy and regulation to support our communities.
Expected outcomes	<ol style="list-style-type: none"> 1) Ensure compliance with statutory obligation. 2) The continued delivery of key infrastructure to support managed growth and housing delivery across the County. 3) The continued regeneration of our disadvantaged neighbourhoods to bring them in line with more affluent parts of the County. 4) The provision of choice and affordability in housing for the citizens of Kent and Medway, including rural communities, which meets their needs and aspirations. 5) The managed improvement and retrofit of existing homes to make them fit for now and the future. 6) To support vulnerable people in housing need to fulfil their potential and live a high quality life through the provision of excellent housing and support services.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 38 -

GBC Resources (financial, officer, assets etc.)	<p>Financial: There will be an annual membership subscription to cover the cost of employing the Kent Partnership Manager(s) and/or other activities and initiatives agreed by the Group. The administration of the KHG finance will be managed by a KHG member organisation, agreed by the group. The current agreed sum due is £3,500 per member organisation per annum, KCC will pay £8,000 per annum.</p> <p>Human Resources: Director (Housing) or Service Manager for Housing Options attends three times a year Kent Housing Group meetings.</p> <ul style="list-style-type: none"> Various sub-officer group meetings to be attended by the Housing Options Manager, and the Private Sector Housing Manager
Partnership membership	<p>The Kent Housing Group (KHG) is a forum for social housing organisations in Kent. KHG has representation from all twelve Kent local authorities, Medway Council, over sixteen housing associations and Kent County Council. KHG also has affiliated representation from the Homes and Communities Agency and when required other partner agencies.</p>
Governance arrangements	<p>KHG has a Chair and Vice Chair, these two positions are held and rotated by a local authority Head of Housing and a Senior Housing representative from a Housing Association, the posts are held for period of two years. The KHG is also supported by two Partnership Managers, who work with the Chair and KHG members to ensure that objectives are set and achieved.</p> <p>The Kent Housing Group also has a number of sub groups and task and finish groups, with representation at a number of levels from a number of organisations that report back to it every quarter. Each of the sub groups has a KHG Executive Board Member as mentor to assist the group with work plans and outcome. Each sub group has an elected Chair and Vice Chair and an agreed Terms of Reference.</p>
Financial reporting arrangements and timeframe for reporting	<p>The Kent Housing Group Treasurer will be responsible for the preparation of an annual budget to support the work of the group and will report quarterly to Executive Board on the financial position. The budget will be agreed in January of each year and at the same time a report of the previous year's budget will be made. The Kent Housing Group Budget will be monitored by the Executive Board on a quarterly basis.</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Performance Monitoring Arrangements – In addition from time to time KHG will set up task and finish groups to undertake specific pieces of work identified by KHG and/or the Executive Board to be required to benefit the majority of members. These will have a clear brief on the outputs/outcomes required and will report to the Executive Board in the first instance before wider presentation to KHG.</p> <p>Review of Partnership Agreements – The Chair of the Kent Housing Group will also Chair the KHG Executive Board and will serve a period of two years from election.</p> <p>The Chair will alternate between Local Authority and Housing Association representatives. The Vice-Chair role will also be elected every two years and will of necessity alternate between the Local Authority and Housing Association.</p> <p>Elections will be held every two years at the full KHG Meeting in January with the Vice-Chair standing for Chair.</p> <p>All reporting will feedback ultimately to the Kent Forum.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 39 -

Risk Assessment		Given the nature of the KHG there may be times when issues discussed or actions undertaken by the Group present a conflict of interest either from a personal or organisational (that is the organisation with whom you are employed) perspective. All members need to be aware of this and where appropriate should declare any interests by advising the Chair of the meeting and where necessary will withdraw from consideration or decision making on a particular item. No member should have any financial interest in any contract or transaction associated with the Group. Where one may exist that member should declare an interest and withdraw from the decision making process. Members are expected to maintain confidentiality of matters discussed by the Group, where appropriate or needed, particularly in respect of financial matters or any personal disclosures made by colleagues.	
Safeguarding Obligations		This partnership is intended to have a positive impact on the lives of vulnerable people by; supporting those that are in housing need to fulfil their potential and live a high quality life through the provision of excellent housing and support services.	
Equalities Obligations		To ensure the council provides services fairly across all community groups To identify any barriers to service delivery in order for them to be rectified	
Climate Considerations		Change	Kent wide meeting are delivered on a virtual platform avoiding many officers around the South East travelling to one location.
Date Partnership Created / Approved by Cabinet	April 2008	Date Partnership Terminates (if applicable)	N/A

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Significant partnership

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Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 40 -

Name of Partnership	Kent & Medway Air Quality Partnership
Responsible Officer	Elizabeth Thornton, Head of Property & Regulatory Services
Lead Member(s)	Councillor Emma Morley, Lead Member for Operational Services
Statutory Status	Non-statutory Partnership (Department for the Environment, Food and Rural Affairs (DEFRA) recognised good practice)
Aims and objectives of partnership	<p>The major aims and objectives of the Partnership are:</p> <ul style="list-style-type: none"> • Facilitate a co-ordinated approach through Kent and Medway for the Local Air Quality Management (LAQM) obligations placed on local authorities under the Environment Act 1995; • Compile, update and maintain an Emissions Inventory of air pollution sources in and around Kent, to assist with the LAQM process; • Comment on and influence the economic, planning and transport policies within the county so that air quality issues are properly considered and addressed; • Gain an understanding of the health implications associated with poor air quality and the threat it poses to the health of Kent and Medway's communities; • To promote an awareness of air quality issues by working with national agencies, neighbouring authorities, and European partners and to participate in joint initiatives to further the knowledge and understanding of air quality issues; and • Liaise with DEFRA and Government bodies to assist with the implementation of the National Air Quality Strategy.
Expected outcomes	<p>Continued partnership with all Local Authorities across Kent working closely with public health colleagues at Medway Council, Kent County Council and the UK Health Security Agency (UKHSA – Previously Public Health England).</p> <p>The Partnership is working with Kent Public Health to deliver an Awareness raising campaign around the links between air quality and health. Material for a number of key groups, i.e. professionals/decision makers, business, the general public, children/parents is being developed. This has included a toolkit for schools linked to the national curriculum. It has been completed and is available for wider use.</p> <p>The Partnership has worked with Defra funding to produce a collection of social media messages for use during the year and especially during Kent Air Week in April each year.</p> <p>Opportunities for reduced costs and efficiency gains through joint procurement –such as is currently in place for the Kent and Medway Air Quality Monitoring Network and Local Air Quality Management Reports (LAQM)</p> <p>Opportunities to participate in external funding bids.</p> <p>Dissemination of knowledge and good practice.</p>
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 41 -

GBC Resources (financial, officer, assets etc.)	<p>Six days per year.</p> <p>No financial implications of the Partnership itself; however Gravesham currently pays £5605 +VAT per annum as part of the jointly procured contract for the Kent and Medway Air Quality Monitoring Network.</p> <p>Gravesham assists the Partnership with match funding of Defra grant monies on an ad hoc basis within budget or from S106 Planning contributions made towards implementing the council's AQ action Plan measures.</p>
Partnership membership	<p>All local authorities in Kent, Environment Agency, King's College London, Health Authority, Highways Agency, Kent County Council, Kent Highways, KCC Public Health, UK Health Security Agency (UKHSA)</p>
Governance arrangements	<p>The Kent & Medway Air Quality Partnership is an officer group reporting to the Kent Environmental Health Managers Group. As such only minimal governance arrangements are in place relating to terms of reference and frequency of meetings. Minutes are taken from the meetings and reported to all partners. These are not published in the public domain as this has not been considered necessary in the past however they are available to the public on request.</p>
Financial reporting arrangements and timeframe for reporting	<p>Kent & Medway Air Quality Monitoring Network contract awarded in 2021 and financially monitored by Tunbridge Wells Borough Council. Previous to this Swale Council has been the procurement authority.</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>An officer from Gravesham BC is included in the Kent and Medway Air Quality Monitoring Network Contract Group which monitors the contract and the performance of the contractor.</p> <p>The AQ Partnership will continue indefinitely.</p> <p>The Monitoring Network will continue as long as it is supported by members at the time of contract renewal. At the current time all Kent authorities (except Dartford and Sevenoaks who are in the London network) are committed to a minimum of a three year data management contract for their monitoring stations.</p> <p>The aims and objectives are currently under review to ensure they include our public health responsibilities.</p>
Risk Assessment	<p>It is not a statutory duty to be a member of the Partnership however it is recognised by DEFRA as an example of good practice which assists in ensuring consistency across the county.</p> <p>It is however a statutory duty to have air quality monitoring data managed and collated and disseminated to the public.</p> <p>The Kent & Medway Air Quality Monitoring Network contract includes this for all members. Dissemination to member, the public, developers and consultants is by the www.kentair.org.uk website.</p>
Safeguarding Obligations	<p>N/A</p>
Equalities Obligations	<p>The council's Air Quality work benefits all however those living in socially deprived areas are more likely to benefit from improvements in air quality as they tend to be most affected and be near busy main roads.</p>
Climate Change Considerations	<p>The work of the Air Quality Partnership and the Climate Change work of the council are intrinsically linked and dependent on each other. They are both about the minimisation of emissions from vehicles, buildings etc.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 42 -

Date Partnership Created / Approved by Cabinet	Partnership created in 1992	Date Partnership Terminates (if applicable)	N/A
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Significant partnership

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Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 43 -

Name of Partnership	Kent & Medway Environment Group (KMEG)		
Responsible Officer	Sarah Parfitt, Director (Corporate Services)		
Lead Member(s)	Councillor John Burden, Leader of the Executive		
Statutory Status	Non-statutory		
Aims and objectives of partnership	To provide strategic direction to delivery of the Kent Environment Strategy (KES), Kent and Medway Energy and Low Emissions Strategy (ELES)		
Expected outcomes	To harness partnership working and shared objectives to support achievement of the area's net-zero ambitions.		
Links to GBC Corporate Objectives	<p>#1: People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p> <p>Commitment to take action to prepare Gravesham to become carbon neutral by 2030.</p>		
GBC Resources (financial, officer, assets etc.)	Officer time attending meetings and directed to activities to deliver the aims and objectives of the Group.		
Partnership membership	<p>Kent County Council (KCC) and all Kent District Councils</p> <p>Medway Council</p> <p>Environment Agency – Defra Group</p> <p>Kent Wildlife Trust</p> <p>Kent Downs AONB</p> <p>Invicta Chambers of Commerce</p>		
Governance arrangements	<p>The KES and ELES are cross-cutting partnership documents addressing environment, economy and health. As such, several strategic groups are directly aligned to their delivery and progress will be reported to on an annual basis.</p> <ol style="list-style-type: none"> 1. Kent Leaders (main reporting line) 2. Kent Joint Chief Executives (main reporting line) 3. Kent and Medway Economic Partnership 4. Kent Health and Wellbeing Board 		
Financial reporting arrangements and timeframe for reporting	No financial commitment.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance of the Group is monitored through regular reporting to Kent Leaders and Kent Joint Chief Executives.		
Risk Assessment	Membership of this group is considered to be beneficial to the council in driving forward its climate change and sustainability ambitions.		
Safeguarding Obligations	N/A		
Equalities Obligations	N/A		
Climate Change Considerations	Membership of this group is considered to be beneficial to the council in driving forward its climate change and sustainability ambitions.		
Date Partnership Created / Approved by Cabinet	June 2020	Date Partnership Terminates (if applicable)	N/A

☐ Significant partnership

☒ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 44 -

Name of Partnership	Kent & Medway Safeguarding Adults Board
Responsible Officer	Simon Hookway (Assistant Director, Communities) Natalie Brown (Lead Safeguarding Officer)
Lead Member(s)	Councillor John Burden, Leader of the Executive and Safeguarding Champion
Statutory Status	Statutory Partnership (s.11-s.13 of the Children Act 2004)
Aims and objectives of partnership	The Kent and Medway Safeguarding Adults Board (KMSAB) is a statutory service which exists to make sure that all member agencies are working together to help keep Kent and Medway's adults safe from harm and protect their rights. The KMSAB does not provide frontline services. It is a statutory multi-agency partnership which assures that adult safeguarding arrangements in Kent and Medway are in place, and are effective. It oversees how agencies co-ordinate services and work together to help keep adults who are, or may be, at risk, safe from harm. It promotes wellbeing, work to prevent abuse, neglect and exploitation, and help to protect the rights of our citizens. The work also focuses on the development of the multi-agency policies and procedures, providing consistency and setting high safeguarding standards, which all partner agencies sign up to.
Expected outcomes	Working alongside key partners, for the Council to continually assess and improve its working practices in the safeguarding of adults in the Borough from harm.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	GBC resources to support the work of this Partnership include officer attendance at meetings and participating/supporting activities agreed by the Partnership. The Council's Lead Safeguarding Officer represents the Authority at KMSAB meetings and also completes an Annual Report and regular Self-Assessment Frameworks on behalf of the Authority
Partnership membership	<p>The KMSAB consists of the following statutory agencies:</p> <ul style="list-style-type: none"> • Medway Council • Kent County Council • Kent Police • Integrated Care Board <p>In addition to the statutory members, the Board and/or its Working Groups include representation from other agencies, including:</p> <ul style="list-style-type: none"> • Advocacy People • Dartford and Gravesham NHS Trust • 12 District and Borough Councils across Kent • East Kent Hospitals University NHS Foundation Trust • HM Prison Service • Kent and Medway NHS and Social Care Partnership Trust • Kent and Medway Healthwatch • Kent Community Health NHS Foundation Trust • Kent Fire & Rescue Service • Kent Integrated Care Alliance • Maidstone and Tunbridge Wells NHS Trust • Medway Community Healthcare

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 45 -

Partnership membership <i>Continued</i>	<ul style="list-style-type: none"> • Medway NHS Foundation Trust • Probation Service • NHS England • Rapport Housing and Care • South East Coast Ambulance NHS Foundation Trust • HCRG Care Group (formerly Virgin Health Care)
Governance arrangements	<p>The board is chaired by an Independent Chair and meets 3 times a year. The Board is supported by a KMSAB Business Group which also meets 3 times a year.</p> <p>The Board's work is carried out by the following working groups:</p> <ul style="list-style-type: none"> • Quality Assurance Working Group (QAWG) • Learning and Development Working Group (L&DWG) • Practice, Policy and Procedures Working Group (PPPWG) • Safeguarding Adults Review Working Group (SARWG) • Communications and Engagement Working Group (CEWG) • Joint Exploitation Group (JEG) <p>In addition to this, the Medway Safeguarding Adults Executive Group (MSAEG) brings together senior representatives from the key agencies responsible for the effective delivery of Adult Safeguarding in Medway. The MSAEG works collaboratively to deliver the strategic priorities of the Kent and Medway Safeguarding Adults Board, strengthening delivery, oversight and governance.</p>
Financial reporting arrangements and timeframe for reporting	<p>N/A</p>
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>An annual report is produced and published to set out what has been achieved through the Partnership arrangements and how effective the Partnership has been in practice.</p> <p>There is also at least one Self-Assessment Framework per year, these are self-assessed audits that focus on Safeguarding practise and policy. In addition to completing the audits we are required to give regular updates on progress of any actions identified as a result of the audits.</p>
Risk Assessment	<p>The Council's membership of the Partnership enables it to fulfil its legal obligations and non-participation would leave a risk of failing to meet responsibilities and our duty of care to safeguard vulnerable adults from harm.</p> <p>The Care Act 2014 sets out a clear legal framework for how local authorities and other parts of the system should protect adults at risk of abuse or neglect.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 46 -

Safeguarding Obligations		<p>Membership of this partnership is fundamental to the Council delivering against its statutory safeguarding responsibilities and the arrangement enables the Council to identify methods of good practice from partner agencies (e.g. training schedules/information sharing etc.) that are subsequently built into the Council's own Safeguarding policy and procedures.</p> <p>In interpreting relevant guidance and procedures from the Partnership, the council has developed its own reporting arrangements that enable effective support is delivered as efficiently as possible.</p> <p>All Council staff are able to readily access the advice and support of appointed safeguarding officers, who in turn able to pass on good practice, operational intelligence and relevant points of contact within the Kent safeguarding arena.</p> <p>Finally, the established internal arrangements are audit tested every year to ensure they are robust, meet statutory responsibilities and crucially deliver the aim of safeguarding local residents.</p>	
Equalities Obligations		<p>Participation within the Partnership improves the Council's ability to safeguard vulnerable adults from harm and contributes the Council's equalities obligations by ensuring that every vulnerable adult, including those with protected characteristics, is given the appropriate advice, support and intervention to protect their welfare.</p>	
Climate Change Considerations		<p>Climate change is not applicable to the work of this Partnership.</p>	
Date Partnership Created / Approved by Cabinet	Partnership added to register due to increased demands on officer time over 2022/2023	Date Partnership Terminates (if applicable)	N/A



Significant partnership



Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 47 -

Name of Partnership	Kent & Medway Sustainable Energy Partnership (KMSEP)
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>The KMSEP is an executive level group providing overall direction for the establishment of Energy Company Obligation (ECO) and Renewal and Sustainable energy for Kent and Medway.</p> <p>Its overarching purpose is to work in partnership to:</p> <ul style="list-style-type: none"> • ensure residents and businesses get a clear and consistent message about what ECO is and the best options available to them; • tackle fuel poverty by drawing in as much ECO and other funding to Kent as possible; • support our local network of SMEs and take advantage of economic growth and opportunities in the sector; and • Reduce carbon emissions in Kent & Medway. <p>The KMSEP will also work with advocacy groups such as Age UK, Citizens Advice Bureau, Home Improvement Agencies, Kent Fire & Rescue and PCTs in delivering aims from the Government's Fuel Poverty Strategy, also the Kent Climate Change Network.</p>
Expected outcomes	To work towards the Government's targets under the Energy Act 2011 and the Climate Change Act 2008. Delivering at local level through the Kent Environment Strategy, Kent Energy and Low Emissions Strategy, Kent Fuel Poverty Strategy.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> • Officer time to attend: Steering Group Meetings; Project Board Meetings; GBC Project Delivery Group Meetings and Communications Meetings and any future procurement/bids. • Engage and help deliver energy measures within the borough through the partnership working in the domestic sector.
Partnership membership	Gravesham Borough Council is a partner within the KMSEP. The partnership comprises public, private and voluntary sector bodies including representation from all local authorities in Kent and Medway, NHS, water companies, housing associations, business networks and communities.
Governance arrangements	<p>The Partnership has agreed to work together on projects as detailed in its Memorandum of Understanding (MoU) agreement/Framework Service Agreement/Form of Service Contract.</p> <p>To ensure consistency, the partnership's structure will mesh with the existing governance structures developed to deliver strategies such as the Kent Environment Strategy and Kent and Medway Housing Strategy. The partnership will therefore include members of the Kent Environment Champions Group and Kent Housing Group, ultimately reporting back to the Kent Forum.</p> <p>A project board is set up to oversee the programme as a whole and enable key decision making. Key decisions will be made through the project board with consultation and ratification by the partnership group as a whole.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 48 -

Governance Arrangements <i>Continued</i>	Any communications, minutes and agendas from the board will be circulated to all partnership members and comments will be sought prior to meetings. Through a transparent communication network, all stakeholders will have the opportunity to be involved and will be able to track the partnership's achievements.		
Financial reporting arrangements and timeframe for reporting	Continuously, mini tendering for an ECO Financing Agreement which includes financing of ECO measures in homes within the GBC administrative area (Relevant Homes) through the Framework Agreement. Financial reporting will be worked through the Project Board in partnership with the appointed Kent Provider.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Twice yearly review of partnership and its delivery through the Project Board meetings.</p> <p>Annual Steering Group meeting for the whole partnership co-ordination and delivery.</p> <p>Where required extra meetings on important issues that arise.</p> <p>All reporting will feedback ultimately to the Kent Forum.</p>		
Risk Assessment	<p>Identify opportunities and drivers, such as relevant targets, new HECA requirements, ECO eligible households, business opportunities, skills gaps etc.</p> <p>Without affecting any of its rights or remedies, either party to the Service Contract may terminate it with immediate effect by giving written notice to the other party.</p>		
Safeguarding Obligations	There is no impact anticipated with this partnership.		
Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	<p>This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.</p> <p>The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.</p>		
Date Partnership Created / Approved by Cabinet	20.07.2012	Date Partnership Terminates (if applicable)	--

☐ Significant partnership

☒ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 49 -

Name of Partnership	Kent 'No Use Empty' Initiative
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory Partnership
Aims and objectives of partnership	To provide advice and information on empty properties including interest free loans to owners of empty properties to bring properties up to a saleable/lettable standard.
Expected outcomes	<ul style="list-style-type: none"> Reducing the number of empty properties in the borough and increasing a limited housing resource. Funds received from the New Homes Bonus being used for community improvements.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	GBC staff resources will be varied dependent upon interest and take up of loans. There is no specific budget implication for Gravesham Borough Council.
Partnership membership	Kent County Council and Gravesham Borough Council – although a Kent-wide partnership, the partnership agreement for provision of interest free loans will cover just the Gravesham area.
Governance arrangements	<p>A contract/agreement is in place between Kent County Council and Gravesham Borough Council which sets out the responsibilities of each authority and liabilities in relation to the No Use Empty Initiative interest free loans. KCC intend to issue loans to applicants referred to them by Gravesham Borough Council. KCC will indemnify Gravesham Borough Council against all financial risk associated with the scheme and will place a charge on the property via Land Registry prior to the release of any loans.</p> <p>Kent County Council has its own internal procedure, policies and decision making process to comply with in terms of the scheme as a whole and undertake the necessary checks on the title, local land charges, value of the land offered as security and as part of the loan process.</p> <p>Eligibility for new members to the Kent Country Council No Use Empty Initiative is the responsibility of Kent County Council.</p>
Financial reporting arrangements and timeframe for reporting	<p>Loans are provided directly by Kent County Council No Use Empty Initiative to help owners of empty properties bring them up to a saleable/lettable standard.</p> <p>Each loan goes through an internal risk assessment process at Kent County Council, which includes such things the financial standing of the individual or Company, adequate finance including KCC loan to complete project, ID checks for money laundering purposes, independent RICs valuation to confirm property offered is adequate security for the loan.</p> <p>The job is then monitored by GBC and KCC Officers on a regular basis to check progress, including on a request for additional payment of funds where there is a large loan and is being paid in tranches.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 50 -

Performance monitoring arrangements and details of formal review of partnership arrangements.	On-going monitoring of active cases. Monthly monitoring of incentive through Empty Property Working Group.		
Risk Assessment	<p>Low risk. The initiative has been running for 10+ years with all twelve districts across Kent participating.</p> <p>The loans are provided by Kent No Use Empty and the partnership agreement will indemnify Gravesham against all financial risk that may be associated with the initiative.</p>		
Safeguarding Obligations	<p>The partnership can have a positive impact on owners of empty properties who are not able to deal with the property themselves. This can happen for many reasons such as an emotional attachment to the property or mental health and/or physical health issues.</p> <p>Where necessary, members work with other agencies to help vulnerable owners find an appropriate path to bringing their property back into use.</p> <p>Should a safeguarding issue be brought to the attention of members, it would be raised at Director level (Housing).</p>		
Equalities Obligations	Advice and assistance where applicable is offered to all owners of empty properties who engage through the partnership.		
Climate Change Considerations	The partnership demonstrates a commitment to Climate Change by encouraging and working alongside owners of empty and/or derelict properties to aid and assist them in improving their properties by increasing energy efficiency through better insulation and heating systems whilst increasing the housing offer in Gravesham.		
Date Partnership Created / Approved by Cabinet	Cabinet Committee approval – 15 September 2011	Date Partnership Terminates (if applicable)	N/A

☐ Significant partnership

☒ Other partnership

Name of Partnership	Kent Resource Partnership (KRP) Members Board
Responsible Officer	Stuart Alford, Assistant Director (Operations)
Lead Member(s)	Cllr Emma Morley, Lead Member for Operational Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>To deliver the objectives of the Kent Waste Strategy:</p> <ol style="list-style-type: none"> 1. Maximising the Value of Resources <ol style="list-style-type: none"> a. To recycle at least 50% across Kent by the end of the strategy period. b. To reduce residual waste collected across Kent. c. No more than 2% of Kent's waste to go to landfill. d. Joint approach to use of third sector & charities /to deliver reuse of bulky waste. e. Explore the possibility of implementing recycling on the go. 2. Value for Money for Kent Taxpayers <ol style="list-style-type: none"> a. Develop a joint approach to tackle litter and fly tipping. Working with appropriate partners such as Highways England. b. Sharing resources and providing joint communication campaigns for recycling, littering and fly tipping. c. Joint working to deliver first class health & safety standards across the county. 3. Engagement, Collaboration and Partnership Working <ol style="list-style-type: none"> a. Maximise engagement with national and local government and those operating across the supply chain. b. Produce an annual report that reflects the focus and priorities of the previous year. c. The partnership's strategy to be fully reviewed in 2023/24. 4. Future Thinking <ol style="list-style-type: none"> a. Aligning with key policies such as EU circular economy package, environment plan and imminent resource and waste strategy. b. Developing other metrics and means to focus on quality and value of resources. c. Consider requirements to secure infrastructure to enhance and develop the local resource management and waste facilities. <p>Look at the development of a consistent collection specification across all councils.</p>
Expected outcomes	<p>The expected outcomes of the partnership are:</p> <ul style="list-style-type: none"> • To strengthen co-operation and joint-working across the councils in the partnership; and • An increased awareness across the county of waste and recycling service including waste minimisation.
Links to GBC Corporate Objectives	<p>Objective #1 People Progress</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 52 -

GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> A budget of £288,250 is available for the Kent Resource Partnership in 2023/24. Gravesham Borough Council contributes £15,000 per year towards this overall budget. Officer and Member time from the Cabinet Portfolio Holder(s) and Director or Assistant Director. 		
Partnership membership	All local authorities in Kent		
Governance arrangements	<p>The Kent Resource Partnership has an Operating Framework in place. The framework sets out the governance arrangements for the partnership as a whole including (but not limited to):</p> <ul style="list-style-type: none"> Setting the scope of works for the partnership around three key areas; waste collection and waste disposal functions, street cleansing functions and environmental enforcement functions; Setting out the strategic structure within which the Kent Resource partnership operates; Providing details of the specific governance of the Members' Board; frequency of meetings, agenda arrangements, quorum details, chair and vice-chair selection, decision making process etc.; Providing details of the Officers' Advisory Group and the Operational Review & Improvement Group in a similar fashion to the Members' Board above; and Details of the resources available to the partnership along with the expected contribution from partner organisations. 		
Financial reporting arrangements and timeframe for reporting	<p>The Kent Resource Partnership agrees a Budget Plan and a Delivery Plan on an annual basis.</p> <p>Kent Resource Partnership Members' Board is provided with financial updates three times a year when it meets.</p>		
Performance monitoring arrangements and details of formal review of partnership arrangements.	The Partnership is reviewed annually and performance information is reported every quarter.		
Risk Assessment	--		
Safeguarding Obligations	N/A		
Equalities Obligations	The Partnership works with the community to ensure that all services across Kent are inclusive and accessible for all.		
Climate Change Considerations	Within the Kent Resource Partnership there are actions to increase recycling and work on carbon reduction initiatives whether that be alternate fuelled vehicles or reduced transportation of waste across the County or Country.		
Date Partnership Created / Approved by Cabinet	12 March 2007	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 53 -

Name of Partnership	Kent Safeguarding Children's Multi-Agency Partnership
Responsible Officer	Simon Hookway (Assistant Director, Communities) Natalie Brown (Lead Safeguarding Officer)
Lead Member(s)	Councillor John Burden, Leader of the Executive and Safeguarding Champion
Statutory Status	Statutory Partnership (s.11-s.13 of the Children Act 2004)
Aims and objectives of partnership	<p>Kent Safeguarding Children's Multi-Agency Partnership (KSCMP) is committed to safeguarding and promoting the welfare of all children in the County and aims to:</p> <ul style="list-style-type: none"> • promote effective multi-agency safeguarding support; • take rapid and decisive action to safeguard those at risk of harm or abuse and access the most appropriate support services to keep them safe; • make children's safeguarding personal and timely; • engage with children and families, help them in strengthening their resilience and provide access to the most appropriate support; • drive effective partnership; • ensure robust independent scrutiny and assurance in relation to safeguarding and the welfare of children in Kent. • ensure that legal requirements are met, that agencies are clear on their responsibilities and staff receive relevant training; • encourage public confidence in our safeguarding arrangements to keep children safe.
Expected outcomes	Working alongside key partners, for the Council to continually assess and improve its working practices in the safeguarding of children in the Borough from harm.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>
GBC Resources (financial, officer, assets etc.)	GBC resources to support the work of this Partnership include officer attendance at meetings and participating/supporting activities agreed by the Partnership. The Council's Lead Safeguarding Officer represents the Authority at KSCMP meetings and also completes a bi-annual audit on behalf of the Authority (the most recent of these having been completed in 2022).
Partnership membership	<p>Core membership of the KSCMP:</p> <ul style="list-style-type: none"> • Kent County Council; • Kent Police; • NHS England (Kent and Medway); • Kent and Medway Clinical Commissioning Groups (CCG); • National Probation Service; • Kent, Surrey and Sussex Community Rehabilitation Company; • Kent Fire and Rescue Service; • District Councils; • Voluntary and Community Sector; • Independent Scrutineer.

<p>Governance arrangements</p>	<p>In Kent, the safeguarding partner organisations and the Chief Officers are:</p> <ul style="list-style-type: none"> • Kent County Council – Head of Paid Service; • Kent and Medway Clinical Commissioning Group – Accountable Officer; • Kent Police – Chief Constable <p>All three safeguarding partners have equal and joint responsibility to make local arrangements for safeguarding and promoting the welfare of children, which is underpinned by equitable and proportionate funding, including through any contributions from relevant agencies.</p> <p>The governance structure consists of the Kent Safeguarding Children Multi-agency Partnership Executive Board (KSCMPEB), partnership subgroups, partnership forums and a Business Support Team.</p> <p>The KSCMPEB acts as the strategic leadership group that leads on safeguarding children arrangements to ensure that children are safeguarded and their welfare promoted in Kent. Its main objective is to ensure that the functions of the safeguarding partners and relevant agencies are effectively discharged.</p> <p>The safeguarding partners have a shared and equal duty for the safeguarding arrangements in Kent, working together with relevant agencies.</p> <p>Full details about the memberships, roles and responsibilities of the subgroups and partnership forum groups are set out in the terms of reference for the respective groups.</p> <p>An Independent Scrutineer also attends Partnership meetings.</p> <p>Full details of governance and the scrutiny and assurance framework for the Partnership can be found in the Partnership's 'Working Arrangements': https://www.kscmp.org.uk/about-kscmp/new-arrangements</p>
<p>Financial reporting arrangements and timeframe for reporting</p>	<p>N/A</p>
<p>Performance monitoring arrangements and details of formal review of partnership arrangements.</p>	<p>An annual report is produced and published to set out what has been achieved through the Partnership arrangements and how effective the Partnership has been in practice.</p> <p>Full details of governance and the scrutiny and assurance framework for the Partnership can be found in the Partnership's 'Working Arrangements' : https://www.kscmp.org.uk/about-kscmp/new-arrangements</p>
<p>Risk Assessment</p>	<p>The Council's membership of the Partnership enables it to fulfil its legal obligations and non-participation would leave a risk of failing to meet responsibilities and our duty of care to safeguard children from harm.</p> <ul style="list-style-type: none"> • Legal: The Children and Social Work Act 2017 replaced Local Safeguarding Children Boards (LSCBs) with new local safeguarding arrangements (KSCMP), led by three safeguarding partners (local authorities, chief officers of police, and clinical commissioning groups). Gravesham Borough Council's membership of the KSCMP, and supporting and participating in partnership sub-groups, forms part of ensuring this responsibility is met. • Operational: s11 of the Children Act (2004) requires the council to make arrangements for ensuring that their functions, and services provided on their behalf, are discharged with regard to the need to safeguard and promote the welfare of children. The KSCB, through its operational groups and audit processes, operates to share best practice and ensure the Council has relevant operational processes in place to effectively administer its responsibilities.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 55 -

Safeguarding Obligations	<p>Membership of this partnership is fundamental to the Council delivering against its statutory safeguarding responsibilities and the arrangement enables the Council to identify methods of good practice from partner agencies (e.g. training schedules/information sharing etc.) that are subsequently built into the Council's own Safeguarding policy and procedures.</p> <p>In interpreting relevant guidance and procedures from the Partnership, the council has developed its own reporting arrangements that enable effective support is delivered as efficiently as possible.</p> <p>All Council staff are able to readily access the advice and support of appointed safeguarding officers, who in turn able to pass on good practice, operational intelligence and relevant points of contact within the Kent safeguarding arena.</p> <p>Finally, the established internal arrangements are audit tested every two years (last assessments completed in 2022) to ensure they are robust, meet statutory responsibilities and crucially deliver the aim of safeguarding local residents.</p>		
Equalities Obligations	<p>Participation within the Partnership improves the Council's ability to safeguard all children from harm and contributes the Council's equalities obligations by ensuring that every child, including those with protected characteristics, are given the appropriate advice, support and intervention to protect their welfare.</p>		
Climate Change Considerations	<p>Climate change is not applicable to the work of this Partnership.</p>		
Date Partnership Created / Approved by Cabinet	New arrangements as KSCMP came into effect September 2020.	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 56 -

Name of Partnership	North West Kent Countryside Partnership
Responsible Officer	Jamie Izzard, Director (Communities)
Lead Member(s)	Councillor Lauren Sullivan, Lead Member for Community & Leisure
Statutory Status	Non Statutory
Aims and objectives of partnership	<p>To develop a partnership between organisations representing central and local government and the private and voluntary sectors to deliver a community countryside management service across the countryside and green spaces of the Partnership Area. The Partnership operates a Not for Profit Service to the local community through a Memorandum of Agreement.</p> <p>The Partnership involves working in partnership with landowners, local communities and other agencies to enhance the countryside, rural fringe, towns and villages of the North West Kent area. This is through direct community involvement thereby increasing access, knowledge and understanding of local environmental issues.</p> <p>The Partnership works within four main theme areas: Landscape Biodiversity & Access, Community-Based Initiatives, Education & Learning and Health and Well-being.</p> <p>The main aims of the Partnership are to:</p> <ul style="list-style-type: none"> • Conserve and enhance the natural and cultural heritage, special landscape character and the biodiversity of the Partnership area; • Support, work in partnership with and assist communities to undertake projects and practical action that conserves their local environment, urban green-space and countryside; • Develop opportunities for all members of the public to explore the countryside of the Partnership Area that are sustainable and support the other aims of the Partnership; • Promote respect and understanding of the countryside and increase knowledge of the issues that affect rural areas and the countryside around towns; • Promote and utilise the social and health benefits of the countryside and rural environment for both urban and rural communities; and <p>Develop sustainable tourism opportunities that support the rural economy and benefit the countryside of the Partnership Area.</p>
Expected outcomes	<p>Enhanced quality of rural area coupled with better understanding and use of our countryside.</p> <p>Improved access to countryside by all sectors of the borough's residents.</p> <p>Use of volunteers to carry out many of the improvement schemes assists with public ownership of the area plus provides volunteers with additional skills that can be translated in to job opportunities.</p> <p>Improved health levels via the Naturally Active programme which encourages participants to benefit from a programme including health walks, enviro gyms, health and nutrition sessions and family activity days.</p>
Links to GBC Corporate Objectives	<p>Objective #2 – Place</p> <p><i>A dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i></p>
GBC Resources (financial, officer, assets etc.)	GBC does not provide Core Funding to the partnership.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 57 -

Partnership membership	<p>Core Funders – Kent County Council, Sevenoaks District Council, London Borough of Bexley.</p> <p>Partnership Funders (fund in money or money's worth):- Environment Agency, Dartford Borough Council, Gravesham Borough Council, Kent Downs Area of Outstanding Natural Beauty Unit.</p>		
Governance arrangements	<p>The Partnership has a Memorandum of Agreement (MoA) running from September 2021 to August 2024.</p> <p>The MoA details the governance arrangements of the Partnership including the governance of the Partnership Steering Group. Specifically the MoA covers: (1) Remit; (2) Membership; (3) Voting rights; (4) Election of Chairman; (5) Frequency of Meetings; (6) Secretariat; (7) Agenda.</p> <p>In addition, the MoA outlines the operational arrangements of the Partnership. The Project operates under the day to day direction of a Partnership Manager with the assistance of such staff as the Partnership may require and as may be agreed by the Funding Members. The Partnership Manager is directly accountable to the Partnership Steering Group.</p>		
Financial reporting arrangements and timeframe for reporting	N/A		
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>The Partnership Manager prepares the following reports:</p> <p>A Management Strategy;</p> <p>An annual report on the Partnership and review of the forward programme and budget;</p> <p>Reports, financial forecasts and financial statements to every Steering Group meeting; and</p> <p>Agendas and minutes of each Steering Group to each Core and Partnership funder.</p>		
Risk Assessment	There is no risk attached to this Partnership.		
Safeguarding Obligations	<p>Children and some vulnerable adults may benefit from participation in volunteer groups or from the results of volunteers' work.</p> <p>The Partnership's Safeguarding policies and Procedures on Child Protection and on Vulnerable Adult Protection reflect and support those of the council.</p> <p>Contained in the Partnership's Safeguarding policies and procedures.</p>		
Equalities Obligations	N/A		
Climate Change Considerations	Due to the nature of the partnership, all of its activities promote the natural environment, biodiversity and sustainability and as such, contribute to the councils overall climate change ambitions.		
Date Partnership Created / Approved by Cabinet	1984	Date Partnership Terminates (if applicable)	N/A

☐ Significant partnership

☒ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 58 -

Name of Partnership	Rough Sleeping Partnership Including: Sanctuary, Methodist Church, Porchlight, , Look Ahead, Serveco, North Kent Mind.
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Statutory – Not a statutory requirement but contributes to the governments ambition to end rough sleeping by 2027 and halve by 2022 and also the council's commitment to safeguard residents.
Aims and objectives of partnership	Aim: Working together as a multi-agency partnership to provide a holistic innovative service for households that are street homeless or at threat of rough sleeping. Find accommodation pathways for these people and offer housing led support. These would be for households who may not meet the threshold for statutory assistance for housing by the council. Objectives: <ol style="list-style-type: none"> 1) To ensure that residents in need and willing to engage are prevented from sleeping rough on the streets of Gravesham during the colder months of the year. 2) To ensure that vulnerable residents are provided with a refuge where their needs can be assessed and appropriate signposting given to assist in the process of securing permanent / secure accommodation. 3) Address wider issues including mental wellness and substance misuse 4) Provide employment and education opportunities and prepare them for independent living.
Expected outcomes	Ensuring that rough sleepers in Gravesham willing to engage, are provided with meaningful housing options and their health and wellbeing issues are addressed by the appropriate agency.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> • GBC owned Wrotham Road property that is being used for accommodation for rough sleepers. Day to day maintenance and repairs for the facilities is also undertaken by the council at no cost • GBC employed the Rough Sleeping Partnership Manager and the Housing Resettlement Officer and this is funded through DLUCH grant and the Service Manager as main point of contact.
Partnership membership	Gravesham Sanctuary CIO is an independent standalone charity run by trustees, North Kent Mind, Serveco, Porchlight and CGL
Governance arrangements	<ul style="list-style-type: none"> • Gravesham Sanctuary CIO has a formal governance document that details how the charity operates on a day-to-day basis including how residents are dealt with and the conduct of volunteers. This is backed up by formal training sessions and background checks on all involved. • All partners will receive a grant letters which will have conditions and where appropriate organisations will have a service level agreement. • There are regular meetings with various council officers and partners to review cases to ensure the safeguarding and the wellbeing of vulnerable residents.

Register of Partnerships and Shared Working Arrangements

July 2023

Financial reporting arrangements and timeframe for reporting		Financial reporting to the council as the money has to be spent in line of the grant agreement (SLA) and underspend will need to be reported at year end. The organisations in the partnership have their own governance arrangements and this includes financial reporting on activities.	
Performance monitoring arrangements and details of formal review of partnership arrangements.		Gravesham has introduced Inform to ensure we can see all agencies interventions on one database for each resident. This will enable us to identify risks, vulnerabilities and actions that have been taken to help the resident. They have formal needs assessments with those residents to try and ensure they are engaged with the appropriate partners that can help them with housing, wellbeing and work/training opportunities. Statistics will be able to be produced at any time on request.	
Risk Assessment			
Safeguarding Obligations		This partnerships are intended to have a positive impact on the lives of vulnerable people by providing a safe place for vulnerable adults to sleep overnight during the colder months of the year. Being able to spend the nights in the shelter removes them from harsh weather conditions whilst also protecting them from being exploited or exposed to other risks that sleeping rough would otherwise expose them to. The partnership supports the council's corporate plan commitment to put in place a package of housing measures and creative interventions that support the most vulnerable. Should a safeguarding issue be uncovered, Gravesham Sanctuary will immediately alert the council or other relevant agencies. All incidents are recorded and reviewed by the pastoral committee which are available to the relevant agencies on request.	
Equalities Obligations		Help everyone to make use of the services to which they are entitled Give information and advice in the most suitable ways Monitor and evaluate services to identify whether they are meeting people's needs	
Climate Change Considerations		Finding vulnerable people housing pathways avoiding rough sleeping in the borough, waste and rubbish in the public domain.	
Date Partnership Created / Approved by Cabinet	January 2019	Date Partnership Terminates (if applicable)	N/A

☒ Significant partnership

☐ Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 60 -

Name of Partnership	South Thames Gateway Building Control Partnership (STG)
Responsible Officer	Wendy Lane, Assistant Director (Planning)
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	Provision of a building control service in Gravesham, Medway, Swale and Canterbury Councils.
Expected outcomes	Outcomes specified within the 2019-23 business plan approved by the STG Joint Committee.
Links to GBC Corporate Objectives	<p>Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p> <p>Objective #3 Progress <i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</i></p>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> • A budgeted contribution from Gravesham BC in 2023-24 of £49,414.00 • Officer time in attending meetings and preparing reports -this includes the Officer Steering Group (4 times per year) and also the formal Joint Committee (4 times per year).
Partnership membership	Gravesham Borough Council, Medway Council, Swale Borough Council and Canterbury City Council.
Governance arrangements	<p>The governance arrangements for the partnership are set out in the Memorandum of Agreement (MoA) for the South Thames Gateway Building Control Partnership – September 2007. The partnership entered a 4th 5 year term in October 2022.</p> <p>The MoA sets out a number of integral governance elements including an overview of the governance arrangements of the Partnership's operational Joint Committee.</p> <p>Specifically, the MoA sets out the partnership:</p> <p>(1) Remit; (2) Membership; (3) Power to co-opt; (4) Staffing arrangements; (5) Finance and audit arrangements; (6) Risk management commitments; (7) Business Planning process; (8) Joint Committee terms of reference which includes chairmanship, voting rights and secretariat arrangements etc.; (9) Joint Committee Constitution; (10) Exit arrangements.</p>
Financial reporting arrangements and timeframe for reporting	An annual budget is approved by the Joint Committee with regular monitoring reports subsequently provided to the Committee. Medway Council are the lead council for financial matters.
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>An annual refresh of the business plan is agreed by the Joint Committee at its June AGM each year following formal consultation with the partner councils. The business plan covers a 3 year period in accordance with good financial practice.</p> <p>Monitoring reports, both performance and financial, are put before the Joint Committee on a quarterly basis.</p> <p>GBC Cabinet approved the proposed STG Building Control Partnership Business Plan 2023-26 including the Financial Plan and the Delivery Plan in January 2023 and the Secretary to the STG Joint Committee was notified accordingly.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 61 -

Risk Assessment	The partnership has examined in detail an alternative service delivery model (Local Authority Trading Company) that may be more advantageous, especially to STG's consultancy arm. This would allow certain discretionary services (consultancy) to be carried out on a profit making basis. In the current economic climate this is being progressed no further at this time –but could be reconsidered in future.		
Safeguarding Obligations	<p>The quarterly financial monitoring reports of the partnership are kept under review and any variations from the agreed budget are reported to Cabinet and to Finance and Audit Committee in order that early action can be taken as required. This has been particularly important during the period of economic downturn experienced since 2008 and which has impacted on the construction industry.</p> <p>Whilst expansion of the partnership to include other local authority partner/s would increase resilience, this would only be considered if at no cost to the existing members of the partnership.</p>		
Equalities Obligations	Not applicable.		
Climate Change Considerations	By providing a building control service, STG will be ensuring that new development complies with building regulations. Building regulations are set by Government and are under a process of constant review to improve safety and to reduce carbon emissions compared to previous regulations.		
Date Partnership Created / Approved by Cabinet	2007	Date Partnership Terminates (if applicable)	Partnership now in its fourth term - 2022-2027 (expiring September 2027)



Significant partnership



Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 62 -

Name of Partnership	Thames Defence Heritage
Responsible Officer	Virginie Whittaker, Tourism and Town Twinning Manager
Lead Member(s)	Councillor Lauren Sullivan, Lead Member for Community & Leisure
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	The promotion, development and maintenance of a fortifications and historical defence sites within the borough.
Expected outcomes	<p>Within these objectives the partnership aims to restore and make accessible to public viewing:</p> <ul style="list-style-type: none"> • New Tavern Fort; • The Civil Defence Control Centre at Woodlands Park; and • Chantry Heritage Centre.
Links to GBC Corporate Objectives	<p>Objective #2 – Place</p> <p><i>A dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i></p>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> • A fee of £4,200 per annum is paid to TDH to operate the Chantry Heritage Centre on behalf of GBC. • GBC offers free use of the Civil Defence Control Centre and New Tavern Fort to TDH who charge a nominal fee for visitors to enter. • CHC is curated and managed by GBC but staffed by TDH. • Maintenance and repair costs for all facilities are the responsibility of GBC including service charges. TDH are responsible for Portable Appliance Testing on their own property within the facilities. • Exhibits within the facilities are mainly in the ownership of TDH except for the CHC. Each facility has a number of items fixed to the asset and therefore in the ownership of GBC
Partnership membership	Thames Defence Heritage and Gravesham Borough Council
Governance arrangements	<p>The governance arrangements for the partnership with Thames Defence Heritage (TDH) are set out in the 2023-24 Operational Agreement. The purpose of this operational agreement is to define the relationship between Gravesham Borough Council and TDH and to set out the terms of the working partnership between the two parties.</p> <p>In addition, a licence for access is in place for TDH to occupy New Tavern Fort and Civil Defence Control Centre.</p>
Financial reporting arrangements and timeframe for reporting	The operational agreements are reviewed on an annual basis.
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Monthly attendance figures are submitted by TDH.</p> <p>Regular meetings arranged.</p>
Risk Assessment	The potential reduction in financial resources would severely undermine the corporate objectives.
Safeguarding Obligations	N/A

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 63 -

Equalities Obligations	TDH are aware of the Council's Equalities Policy and support the aims and objectives through their operation as a voluntary community group, by providing members of the community with the opportunity to lead an active role within the heritage provision.		
Climate Change Considerations	The objective of TDH is to preserve our built and cultural heritage and therefore supporting climate change is a priority. As a volunteer organisation partnered with the council, TDH are aware of our commitment to climate change and support our aim to become carbon neutral by 2030.		
Date Partnership Created / Approved by Cabinet	Early 1970's	Date Partnership Terminates (if applicable)	N/A

☐

Significant partnership

☒

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 64 -

Name of Partnership	HR Shared Service
Responsible Officer	Stuart Bobby Chief Executive
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>The aims and objectives of the partnership are:</p> <ul style="list-style-type: none"> • Delivery of efficiency savings. Realising actual financial savings across the two sites but maintaining delivery of the service. • Added resilience across the two authorities. There will be a larger pool of officers covering both authorities providing additional resilience to cover sickness absence/vacancies or increased workload should this be required. • Increasing the availability of specialist skills across both authorities leading to increased efficiency. • Sharing of best practice in the delivery of HR Services. • Potential for the expansion of knowledge base of individual officers through greater training and learning opportunities.
Expected outcomes	The key aim of the partnership is to provide a high quality, value for money service that continues to meet the need of the customer (both internal and external) in terms the provision of HR services.
Links to GBC Corporate Objectives	<p>Objective #3 Progress</p> <p><i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment</i></p>
GBC Resources (financial, officer, assets etc.)	<p>The original HR Shared Service was established in April 2018, with Medway Council providing the full HR service and GBC staff TUPE transferring to Medway Council's employment.</p> <p>Following a thorough review of the shared service during 2020-21, a revised model has been put in place whereby the HR Officers are now employed directly by Gravesham Borough Council, although the systems and procedures that are utilised by the service are those of Medway Council.</p>
Partnership membership	Gravesham Borough Council and Medway Council
Governance arrangements	A formal agreement for the arrangement is in place which sets out the relevant arrangements for the use of the systems and procedures of Medway Council.
Financial reporting arrangements and timeframe for reporting	Gravesham Borough Council will pay Medway Council an annual fee for the use of the systems and procedures required, which will be monitored by the Chief Executive
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Regular meetings between the responsible officers at GBC and Medway Council will take place in order to monitor the overall performance of the arrangement set out within this register.</p> <p>In addition, specific performance stats are provided to GBC officers in order to continually monitor HR issues directly affecting the council but also the performance of the shared service.</p>
Risk Assessment	The risk to Gravesham is low as the council now employs its own HR officers directly, and has been able to increase capacity within the team to ensure GBC officers are provided with HR support as required.
Safeguarding Obligations	<p>No specific obligation, although the work of the HR department will be to support training for all staff around the subject of safeguarding.</p> <p>Also the department ensures that full checks are carried out on all staff that would have regular contact with children or vulnerable adults.</p>

Equalities Obligations	<p>The HR department are responsible for implementing and reviewing the employee relations policies and procedures in place to ensure they comply with the Equality Act to protect employees.</p> <p>Any negative impact in terms of the nine protected characteristics are mitigated and managed in accordance with these policies and procedures.</p> <p>E-learning is available for management on equality and diversity in the workplace, which is set to become mandatory.</p> <p>The HR department advertise their vacancies appropriately to attract and maintain an inclusive and diverse workforce.</p> <p>The HR department regularly monitor the characteristics of the workforce using the data available in order to maintain an inclusive and diverse workforce.</p> <p>The recent appointment of a Senior HR Advisor will be taking a lead on Equality, Diversity & Inclusion within the Council.</p>		
Climate Change Considerations	<p>The HR department currently attend and participate in the Councils Climate Change Working group which demonstrates their commitment to Climate Change.</p> <p>The current actions for HR in relation to this include:</p> <ul style="list-style-type: none"> • The implementation of a cycle to work scheme • Providing support and promotion of local cycling clubs, bike rides etc. • Explore green travel plans for employees • Rewarding employees for energy efficient behaviour • Introduce a car sharing approach for the council (was previously on hold due to COVID) • The introduction of permanent hybrid working (where applicable) 		
Date Partnership Created / Approved by Cabinet	<p>April 2018</p> <p>New structure in place 1 July 2021</p>	Date Partnership Terminates (if applicable)	N/A

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 66 -

Name of Partnership	Internal Audit & Counter Fraud Shared Service
Responsible Officer	Sarah Parfitt, Director (Corporate Services)
Lead Member(s)	Councillor Narinderjit Thandi, lead Member for Performance & Administration
Statutory Status	Local authorities statutorily required to have internal audit.
Aims and objectives of partnership	<p>The Internal Audit & Counter Fraud Shared Service was established on 1 March 2016 to provide internal audit, counter fraud and investigation services to Medway Council and Gravesham Borough Council. The work of the service for Gravesham is driven by work plans, agreed with the Finance & Audit Committee.</p> <p>The four year service Strategy, which was refreshed and agreed with the Finance & Audit Committee in February 2022, sets out the mission “to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight, and to protect assets, resources, and public funds by ensuring they are not misused or misappropriated through fraud, bribery, corruption, and theft” and vision “to deliver high quality assurance, consultancy, and counter fraud work to help ensure the authorities meet their objectives. We will act as a catalyst for driving positive change, promoting improvement, learning & innovation so that we can truly add value. By investing in our staff and working to raise our profile, we aim to become the default, respected advisor and critical friend at the heart of Medway Council and Gravesham Borough Council.” of the Internal Audit & Counter Fraud Shared Service.</p> <p>The ongoing objectives of the shared service, agreed by the Performance & Administration Committee in September 2022, are to ‘deliver the statutory internal audit function’ and ‘deliver an effective counter fraud & investigation service’.</p>
Expected outcomes	<p>The Shared Service has achieved the following outcomes:</p> <ul style="list-style-type: none"> • Reduced cost of the Internal Audit and Counter Fraud Service to each council, taking into account any reductions in funding arising from the introduction of the Single Fraud Investigation Service. • Increased resilience. • Increased efficiency through adoption of best working practices and sharing of audit and fraud resources. • Maximising the opportunities presented through sharing a large common boundary, and dealing with similar day-to-day issues.
Links to GBC Corporate Objectives	<p>Objective #3 Progress</p> <p><i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</i></p>
GBC Resources (financial, officer, assets etc.)	<p>As set out in the Shared Service agreement, approximately 36% of internal audit resources are directed towards delivering the Internal Audit Plan for Gravesham. Following an expansion of the counter fraud resource due to increased demand at Medway, the proportion of fraud resource directed towards delivery of the counter fraud plan for Gravesham have been amended to approximately 26%. This change keeps the FTE resource at the same level as prior to expansion.</p> <p>The Shared Service agreement sets out the budgeted cost to Gravesham for 2023-24 as approximately £234,963. This is following a pay review to ensure all jobs were being paid at the correct levels and in line with market conditions.</p> <p>The team occupy space in the Civic Centre, though all ICT hardware is provided by Medway Council.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 67 -

Partnership membership	Gravesham Borough Council and Medway Council.		
Governance arrangements	<p>The Shared Service Agreement in place sets out the governance of the service;</p> <ul style="list-style-type: none"> • S151 responsibilities in relation to the provision of internal audit have been delegated from Gravesham to Medway. • Schedules set out scope of services, service standards, reporting requirements and financial contributions. 		
Financial reporting arrangements and timeframe for reporting	<p>Gravesham Borough Council is invoiced on a quarterly basis by Medway Council as host of the Shared Service.</p> <p>The expenditure budget for this arrangement is monitored through the council's internal budget monitoring processes and reported via the established financial reporting arrangements.</p>		
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>The Shared Service has established a suite of performance measures and arrangements to report on the outputs and performance of both the internal audit and counter fraud teams to the council's Management Team and Finance & Audit Committee on a quarterly basis.</p> <p>Performance against the Shared Service objectives is also monitored by the Performance & Administration Committee through the annual review of the shared working arrangements.</p> <p>The council's Annual Governance Review and Statement considers the effectiveness of internal audit arrangements.</p>		
Risk Assessment	The Shared Service has a business plan and risk register in place for the delivery of its services.		
Safeguarding Obligations	There are no direct safeguarding obligations for this service; however, the assurance activity undertaken by the service does look at various services and their management of their safeguarding obligations.		
Equalities Obligations	There are no direct equalities obligations for this service; however both partners are committed to developing opportunities for inclusion and cohesion.		
Climate Change Considerations	Both Councils in the partnership have climate change objectives as part of their corporate plans. While the shared service does not directly contribute to these objectives and obligations, Internal Audit will be providing independent assurance over climate change projects and the work of services contributing to the objectives.		
Date Partnership Created / Approved by Cabinet	<p>1 June 2015: Cabinet approval given for the partnership to become a full shared service.</p> <p>1 March 2016: Shared Service launched.</p>	Date Partnership Terminates (if applicable)	N/A

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 68 -

Name of Partnership	Legal and Information Governance Shared Service
Responsible Officer	Sarah Parfitt, Director (Corporate Services)
Lead Member(s)	Legal Services - Councillor John Burden, Leader of the Executive Information Governance – Councillor Narinderjit Thandi, Lead member for Performance & Administration
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	The aims and objectives of this arrangement are two-fold: <ul style="list-style-type: none"> To provide a shared Legal Service across the two authorities. To provide a shared Information Governance Service across the two authorities.
Expected outcomes	The key aim of the partnership is to provide a high quality, value for money service that continues to meet the need of the customer (both internal and external) in terms of information governance and legal services.
Links to GBC Corporate Objectives	Objective #3 Progress <i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</i>
GBC Resources (financial, officer, assets etc.)	The Gravesham Borough Council and Medway Council Shared Legal Services team has provided legal services to both councils since April 2017. The cost of the team is met by both partners based on agreed percentage contributions. The Gravesham Borough Council and Medway Council Shared Information Governance Team provides resource to both Councils to support their information governance arrangements. The cost of the team is also met by both partners based on agreed percentage contributions.
Partnership membership	Gravesham Borough Council and Medway Council
Governance arrangements	A legal agreement is in place for the Shared Service which sets out: <ul style="list-style-type: none"> Details of the services that are to be provided under the terms of the agreement. How service costs are to be calculated and shared between the two partners. The responsibilities of each partner in relation to management of the shared service officers. Arrangements for maintaining confidentiality of information held by each partner. Arrangements for the resolution of conflicts/disputes and the termination of the arrangement. <p>This agreement is backed up by monthly management performance reports and regular meetings between the Responsible Officers of the two authorities to respond to demand and, where necessary, adjust the level of support required.</p>
Financial reporting arrangements and timeframe for reporting	The financial arrangements for the shared working arrangements are set out in the Legal agreement. In respect of the Shared Legal Service the costs of the shared service are split 43/57 between GBC and Medway. For the Information Governance shared service GBC pay 100% of the salary of one post and 43% of other posts within the IG team. The council has access to the whole team.

Register of Partnerships and Shared Working Arrangements

July 2023

Performance monitoring arrangements and details of formal review of partnership arrangements.	As detailed above, there are monthly management performance reports produced and regular meetings between the responsible officers at GBC and Medway Council in order to monitor the overall performance of the arrangement set out within this register.		
Risk Assessment	The service arrangements were put in place to address resilience concerns with Gravesham's legal and information governance resources; the shared service arrangement with Medway Council addresses this risk. The operation of the service is reviewed annually to ensure it remains fit for purpose and enables the council to continue to provide the appropriate level of the service to both its internal and external customers.		
Safeguarding Obligations	No specific obligations, but there are clear procedures to follow in the event that the work of the partnership and/or its members uncovers a safeguarding issue.		
Equalities Obligations	The shared Legal Services and Information Governance Team are aware of the council's Equality Policy and advise client departments of any relevant issues on projects to ensure the council's obligations are met.		
Climate Change Considerations	Climate change issues are advised upon by the shared service on projects where relevant.		
Date Partnership Created / Approved by Cabinet	April 2017	Date Partnership Terminates (if applicable)	N/A

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 70 -

Name of Partnership	Licensing Shared Service
Responsible Officer	Elizabeth Thornton, Head of Property & Regulatory Services
Lead Member(s)	Councillor Emma Morley, Lead Member for Operational Services
Statutory Status	<p>Non-statutory partnership.</p> <p>Both councils have a statutory duty in terms of the Licensing function and as such, both partner authorities will retain their decision-making powers relating to licensing matters through the existing committees, Cabinet and full Council just as they do currently. It is only the day-to-day administration and enforcement work of the Licensing teams that will be shared.</p>
Aims and objectives of partnership	<p>The aims and objectives of this arrangement are as follows:</p> <ul style="list-style-type: none"> • Added resilience across the two authorities. There will be a larger pool of officers covering both authorities providing additional resilience to cover sickness absence/vacancies or increased workload should this be required. • Availability of specialist skills across both authorities leading to increased efficiency. • Sharing of best practice in the delivery of Licensing Services. • Potential for the expansion of knowledge base of individual officers through greater training and learning opportunities.
Expected outcomes	The key aim of the partnership is to provide a high quality, value for money service that continues to meet the need of the customer (both internal and external) in terms of Licensing Services
Links to GBC Corporate Objectives	<p>Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p> <p>Objective #2 – Place <i>A dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.</i></p> <p>Objective #3 Progress <i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</i></p>
GBC Resources (financial, officer, assets etc.)	The Licensing Shared Service is hosted by Gravesham Borough Council, with office accommodation provided at both sites. The Medway Council staff were TUPE transferred to GBC on 01 January 2019.
Partnership membership	Gravesham Borough Council and Medway Council
Governance arrangements	<p>A legal agreement is in place for the Licensing Shared Service which sets out:</p> <ul style="list-style-type: none"> • The agreed TUPE transfer for the officers involved including details of the services that are to be provided under the terms of the agreement; • How service costs are to be calculated and shared between the two partners; • The responsibilities of each partner in relation to management of the shared service; • Arrangements for maintaining confidentiality of information held by each partner; and • Arrangements for the resolution of conflicts/disputes and the termination of the arrangement.

Register of Partnerships and Shared Working Arrangements

July 2023

	This agreement is backed up by regular meetings between the Responsible Officers of the two authorities to respond to demand and where necessary adjust the level of support required.		
Financial reporting arrangements and timeframe for reporting	<p>The Licensing Shared Service legal agreement sets out the financial arrangements in Schedule 3 of the formal agreement</p> <p>Medway contribute 75% to the overall costs of the shared service, with GBC covering the other 25%.</p> <p>Central support costs/recharges (e.g. Finance, HR) do not form part of the shared service contribution mechanism and are accounted for at their individual authorities.</p> <p>All income for Medway licences received by Gravesham is transferred to Medway in full, quarterly. Income for Gravesham licences is retained by Gravesham</p>		
Performance monitoring arrangements and details of formal review of partnership arrangements.	As detailed above, there are regular meetings between the responsible officers at GBC and Medway Council in order to monitor the overall performance of the arrangement set out within this register.		
Risk Assessment	The risks associated with this arrangement are considered to be 'low' at this time and are detailed within the business case. It should be noted however that risks will be reviewed regularly throughout the implementation of this arrangement to ensure they are identified and, where required, managed/mitigated as necessary.		
Safeguarding Obligations	There are no specific safeguarding obligations as part of this shared service. However the various licensing regimes administered and enforced by the Licensing Team have objectives around the safeguarding of children and vulnerable adults.		
Equalities Obligations	<p>In terms of customers, all applicants and applications are treated consistently by determining each on its merits and in accordance with legislation and policy.</p> <p>The council's digital/online offering provides an enhanced level of accessibility for applicants and licence holders.</p> <p>The council's Hackney Carriage and Private Hire Licensing Policy seeks to improve access to, and the quality of, its taxi and private hire services through such means as disability awareness training requirements, and provisions which seek to ensure an appropriate balance of wheelchair accessible vehicles.</p> <p>In terms of staffing, and as an employer, such matters as the restructured service, agile working arrangements, provision of IT equipment, access to training, open door policies, etc. seek to provide equality of opportunity in all aspects of recruitment, work conditions and the working environment.</p>		
Climate Change Considerations	<p>The primary remit of the local authorities in discharging their licensing duties relate to the processing of applications and interventions for non-compliance with legislation and policy. There is limited scope therefore for the shared service to contribute to GBC's overall Climate Change ambitions. Both councils are however able to take, and have recently taken, positive steps to demonstrate their commitments to Climate Change through their respective Hackney Carriage and Private Hire Licensing Policies by way of emission and age requirements.</p> <p>In the wider sense, the Shared Licensing Service is a lead department in terms of its online/digital offering. This in turn helps to reduce environmental impacts arising from printing/postage/unnecessary use of vehicles for visits by staff and drivers, etc.</p>		
Date Partnership Created / Approved by Cabinet	01 January 2019	Date Partnership Terminates (if applicable)	N/A

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 72 -

Name of Partnership	Managed Payroll Service
Responsible Officer	Lisa Nyon, Assistant Director (Corporate Services)
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory arrangement, albeit the services provided through the partnership are statutorily required in terms of provision of contractual pay and reporting requirements.
Aims and objectives of partnership	The provision of a Managed Payroll Service, linked to an integrated HR system, for Gravesham Borough Council
Expected outcomes	<ul style="list-style-type: none"> • Resilience to the service provision; • Employee's, members and casuals (E.g. working on elections) paid on a monthly basis on specified date; • Maintenance of integrated HR system and provision of access and information to support the HR function within GBC; • Provision of self-service function reducing administrative impact on HR; • Provision of pension administration service; • Provision of financial reports which integrate with General Ledger
Links to GBC Corporate Objectives	Objective #3 Progress <i>An entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.</i>
GBC Resources (financial, officer, assets etc.)	<p>The service level agreement sets out the budgeted cost to Gravesham for 2022/23 as c. £40,000. However, it is envisaged that this cost will increase in future years to compensate for increases in salary bandings and headcount in the payroll team.</p> <p>Approximately 20% of HR Officers' time is spent providing starter, leaver, changes and sickness absence information to ensure correct payments are made.</p> <p>Assistant Director (Corporate Services) authorises payroll each month after validation checks are conducted by GBC HR Officers.</p> <p>The GBC finance team process the monthly payment file onto the general ledger, process salary deductions to Gravesham customer accounts and will administer ad-hoc payments when required.</p>
Partnership membership	Gravesham Borough Council and Medway Council.
Governance arrangements	<p>The Service Level Agreement sets out the governance arrangements for the service.</p> <p>The HR Manager and Assistant Director (Corporate Services) meet on a quarterly basis with Medway Council personnel to discuss any issues / concerns with the service.</p> <p>Unfortunately, the SLA was not reviewed during 2022/23 due to a turnover in payroll staff at Medway Council</p> <p>The Service Level Agreement is to be reviewed during July / Aug 2023 to ensure it remains relevant. This will be discussed at the next quarterly meeting to ensure that we are still on track to review the SLA at this time.</p>
Financial reporting arrangements and timeframe for reporting	The Service Level Agreement details the financial arrangements for the shared service.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 73 -

Performance monitoring arrangements and details of formal review of partnership arrangements.	As detailed above quarterly meetings are held between representatives of Gravesham Borough Council and Medway Council to review service and support levels and to monitor service standards.		
Risk Assessment	The service arrangements were put in place to address resilience concerns with Gravesham's payroll provision; the arrangement with Medway Council addresses this risk. The operation of the arrangement is reviewed annually to ensure it remains fit for purpose.		
Safeguarding Obligations	There are no specific safeguarding obligations as part of this shared service.		
Equalities Obligations	The provision of the Payroll Service across both sites is provided to all GBC employees. There are no direct links between the provision of this service and delivery of the council's equalities objectives.		
Climate Change Considerations	The primary purpose of the shared service is to provide payroll services across Medway and Gravesham and as such, the impact on the council's Climate Change obligations are minimal. However, work is underway to use the HR system for online submission of claims for travel/mileage and as such, this will reduce the use of paper forms across the council.		
Date Partnership Created / Approved by Cabinet	April 2017	Date Partnership Terminates (if applicable)	N/A

Glossary of Terms

To provide assistance to officers, Members and members of the public when reading the council's Corporate Register of Partnerships, a **Glossary of Terms** has been developed to provide additional information about the meaning of some of the words included within the register.

Term Used	Meaning
AGM	Annual General Meeting - a meeting that happens once every year in which a company discusses its business activities, presents its accounts to shareholders, and elects officers.
Annual Governance Review	This is a review that is undertaken each year in order to assess the council's overall governance arrangements.
Annual Report	A comprehensive report on an organisations activities over the past year, intended to give shareholders and other interested people information about the organisation's activities and financial performance.
Association of Business Crime Partnerships (ABCP)	The National Association of Business Crime Partnerships [NABCP] is the umbrella body representing business crime partnerships at a national level. It seeks to promote the concept of BCRPs to local and national government and to increase the collective effectiveness of the hundreds of schemes across the country by lobbying for greater resources and influence.
ASB	Anti-social Behaviour
Best Practice	A working method or set of working methods that is officially accepted as being the best to use in a particular business or industry.
Business Continuity Plan	A plan that sets out how an organisation will respond and manage business disruption in case of unforeseen events.
Business Plan	A business plan is a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals.
CCG	Clinical Commissioning Group (CCG) is the local statutory body responsible for the commissioning of certain clinical health services for patients registered with local GP's. Locally, the CCG is responsible across the Dartford, Gravesham and Swanley areas.
CCTV	Closed-circuit television (CCTV) is the use of video cameras to transmit a signal to a specific place, on a limited set of monitors; it is not openly transmitted
Children Act 2004	The Children Act 2004 (c 31) is an Act of the Parliament of the United Kingdom. It is the basis for most official administration considered helpful to children, notably bringing all local government functions of children's welfare and education under the statutory authority of local Directors of Children's Services.
CIPFA	The Chartered Institute of Public Finance and Accountancy (CIPFA) - the professional body for people in public finance.
Choice Based Lettings Code of Guidance	Guidance provided by central Government to assist local authorities in offering a Choice-based Lettings Scheme

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 75 -

Term Used	Meaning
Climate Change Act 2008	The Climate Change Act 2008 is a United Kingdom Act of Parliament which aims to enable the United Kingdom to become a low-carbon economy and gives ministers powers to introduce the measures necessary to achieve a range of greenhouse gas reduction targets.
Code of Practice	Written guidelines issued by the partnership to its members to help them comply with the standards expected of the partnership.
Constitution	A document which sets out the fundamental rules governing the conduct of the partnership. It may also include details of the concept and structure of the partnership.
Corporate Plan	A document which sets out Gravesham Borough Council's corporate priorities for a period of years and provides details of the actions to be undertaken towards achieving those objectives.
Countryside and Rights of Way Act 2000	The Countryside and Rights of Way Act 2000 normally gives a public right of access to land mapped as 'open country' (mountain, moor, heath and down) or registered common land. These areas are known as 'open access land'.
Crime Reduction Grant	A grant provided by the Kent Police and Crime Commissioner to local councils' Community Safety Partnerships (CSPs) and other groups.
CSU	Community Safety Unit – officers employed by Gravesham Borough Council to provide a community safety service.
Department for Business, Energy & Industrial Strategy (BEIS)	Department for Business, Energy and Industrial Strategy - the UK Government department responsible for business, industrial strategy, science, innovation, energy, and climate change
DEFRA	Department for Environment, Food and Rural Affairs (DEFRA) – the UK government department responsible for policy and regulations on environmental, food and rural issues.
DLUCH	Department for Levelling Up, Communities and Housing (DLUCH) - the UK government department responsible for
Emissions Inventory	An emission inventory is an account of the amount of pollutants discharged into the atmosphere within the area.
Energy Act 2011	The Energy Act 2011 is a United Kingdom Act of Parliament setting out three key principles: tackling barriers to investment in energy efficiency; enhancing energy security; and enabling investment in low carbon energy supplies.
Energy Saving Trust	The Energy Saving Trust is the UK's leading impartial organisation helping people save energy and reduces carbon emissions by providing free, impartial advice and information to help people across the UK to find the best ways to save energy conserve water and reduce waste.
Energy Company Obligation	The Energy Company Obligation (ECO) is a government energy efficiency scheme in Great Britain to help reduce carbon emissions and tackle fuel poverty.
English Local Authority Statistics on Housing (ELASH)	English Local Authority Statistics on Housing - data collected on an annual basis by central Government to monitor the nation housing situation.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 76 -

Term Used	Meaning
Environment Act 1995	The Environment Act 1995 is a United Kingdom Act of Parliament which created a number of new agencies and set new standards for environmental management.
Equality Policy (February 2021)	Gravesham Borough Council's policy which sets out the council's commitment to developing opportunities for inclusion and cohesion so that everyone feels they can contribute and participate in the social, cultural and economic life of the Borough.
Framework Service Agreement	Framework agreements are 'umbrella' agreements which provide standard terms and conditions for goods or services requested,
FTE	Full-time Equivalent (FTE) – the number of full-time equivalent staff that are working in the partnership.
Fuel Poverty Strategy for England.	The national strategy, updated in February 2021, designed to ensure that people in fuel poverty have access to affordable, low-carbon warmth. Full Strategy title - Sustainable warmth: protecting vulnerable households in England
Home Energy Conservation Act 1995 (HECA)	An Act to make provision for the drawing up of local energy conservation reports in relation to residential accommodation, placing a duty on local authorities to complete this for council housing stock.
Homelessness Act 2002	An Act to make further provision about the functions of local housing authorities relating to homelessness and the allocation of housing accommodation.
Homelessness Reduction Act 2017	The Housing Act 1985 is a British Act of Parliament. The act introduced laws relating to the succession of Council Houses. It also facilitated the transfer of council housing to not-for-profit housing associations
Home Office	The Home Office is the lead government department for immigration, passports, counter-terrorism, policing, drugs and crime.
Housing Act 1985	The Housing Act 1985 is a British Act of Parliament. The act introduced laws relating to the succession of Council Houses. It also facilitated the transfer of council housing to not-for-profit housing associations
Huume	Huume Ltd is a company who provides the HomeChoice software system for authorities cross Kent, starting 1 July 2023.
ICO	Information Commissioner's Office
ICT	Information Communications Technology (ICT).
Joint Committee	A committee made up of representatives from all partners involved in an arrangement.
Kent Environment Strategy (KES)	The Kent Environment Strategy provides a strategic framework for closer cross-sector partnership working between environment, health and economic agendas.
Kent Fuel Poverty Strategy	The Strategy is aimed to help those vulnerable people in Kent out of fuel poverty and into affordable warmth. Full Strategy title - <i>Delivering Affordable Warmth – A Fuel Poverty Strategy for Kent</i>
Kent and Medway Energy and Low Emissions Strategy (ELES)	The strategy sets out how Medway Council and the Kent district councils, will respond to the UK climate emergency and drive clean, resilient economic recovery across the county.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 77 -

Term Used	Meaning
Kent Waste Strategy	A sustainable household waste management strategy that sets out how the Partnership will manage Kent's waste over the next 20 years (Strategy approved in 2007).
Kyndi	The commercial trading arm of Medway Council, formerly the Medway Commercial Group.
Landlord and Tenant Act 1985	The Landlord and Tenant Act 1985 (c 70) is a UK Act of Parliament on English land law. It sets bare minimum standards in tenants' rights against their landlords.
Local Air Quality Management (LAQM)	The LAQM process places an obligation on all local authorities to regularly review and assess air quality in their areas.
Local Government Act 1972	An Act of Parliament in the United Kingdom that makes provision with respect to local government and the functions of local authorities in England and Wales.
Local Government and Housing Act 1989	An Act of Parliament in the United Kingdom which provides amendments to the Local Government Act 1974 in respect of finances and expenditure of local authorities(including provision with respect to housing subsidies) as well as a number of other amendments.
Local Government Act 2000	An Act to make provision with respect to the functions and procedures of local authorities and provision with respect to local authority elections; to make provision with respect to grants and housing benefit in respect of certain welfare services; to amend section 29 of the Children Act 1989; and for connected purposes.
Localism Act 2011	An Act to make provision about the functions and procedures of local and certain other authorities; to enable the recovery of financial sanctions imposed by the Court of Justice of the European Union on the United Kingdom from local and public authorities; to make provision about local government finance; to make provision about town and country planning, the Community Infrastructure Levy and the authorisation of nationally significant infrastructure projects; to make provision about social and other housing; and for other connected purposes.
Locata	Locata is a company set up to work with all the partners and matches people to homes. It uses a choice-based lettings scheme which means it will not be the council or housing association who find and allocate you a home.
Management Plan	A management plan is a document that outlines how a management team will direct resources to achieve objectives
Memorandum of Understanding (MOU)	A written document describing the roles and responsibilities of two (or more) parties on a particular venture. An MOU is less formal than a contract, but is often signed by the parties involved to indicate their agreement to the principles contained in the MOU. A MOU is sometimes a precursor to a formal agreement.
National Air Quality Strategy	The National Air Quality Strategy (NAQS) was established as part of the UK Government's 1995 Strategic Policy for Air Quality Management. It uses health based standards as a framework to control the levels of seven designated air pollutants of seven air pollutants that are known to have adverse health effects.
Natural England	Natural England is an executive non-departmental public body, sponsored by the Department for Environment, Food & Rural Affairs. Their role is to advise the government on the natural environment in England.
New Homes Bonus	The "New Homes Bonus" is a Government scheme which is aimed at encouraging local authorities to grant planning permissions for the building of new houses, in return for additional revenue.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 78 -

Term Used	Meaning
Operating Framework	A guide to a company's/organisation's policies, goals, standards, procedures and training.
Partnership	The council defines a partnership as "an agreement between the Council and one or more independent bodies to work together to achieve the council's Corporate objectives".
Partnership Agreement	An agreement between the relevant partners setting out how the partnership will operate and the commitment each will make to the partnership.
Performance Indicator	A performance indicator or key performance indicator (KPI) is a type of performance measurement which helps a company measure its success versus a set of targets, objectives, or industry peers.
Police and Crime Commissioner	Police and crime commissioner will be elected to ensure the policing needs of their communities are met as effectively as possible, bringing communities closer to the police, building confidence in the system and restoring trust
Police and Justice Act 2006	An act extending police powers and granting the Home Office greater control over operational policing.
Prince2	This is a project management method which covers the management, control and organisation of a project.
Project Board	The project board, also known as the project steering committee, is responsible for ensuring that the project is properly managed
Public Service Network (PSN)	The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.
Radionet	A system of radio stations operating with each other in order to ensure fast communication across a wide ranging area
Registered Providers/registered Social Landlords	Registered Social Landlords (RSL) are government-funded not-for-profit organisations that provide affordable housing. They include housing associations, trusts and cooperatives. They work with local authorities to provide homes for people meeting the affordable homes criteria. As well as developing land and building homes, RSLs undertake a landlord function by maintaining properties and collecting rent.
RICs	Royal Institution of Chartered Surveyors – the leading professional body for qualifications and standards in land, property, infrastructure and construction.
Risk Register	A risk register is a table of project risks that allows you to track each identified risk and any vital information about it.
S151 Responsibilities	These are the statutory responsibilities that are designated to the council's Chief Financial Officer, as defined by the Chartered Institute of Public Finance and Accountancy (CIPFA).
Service Level Agreement (SLA)	A document which is agreed between the partners and records a common understanding about services, priorities and responsibilities and clearly defines the "level of service" expected through targets etc.
Shared Service Agreement	This is a document which is signed by those authorities participating in a share service and sets out the governance arrangements for the shared service.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

- 79 -

Term Used	Meaning
Shared Working Arrangement	Arrangements put in place to jointly deliver services across on or ore local authorities.
Significant Partnership	A partnership for which there is a council resource provision of £50,000 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. This will also include those partnerships that have been established to deliver legal or statutory requirements on behalf of the council.
Smart Cities Kent & Medway	A project to make Kent and Medway 'Smart Cities'; is a place where traditional networks and services are made more efficient with the use of digital solutions for the benefit of its inhabitants and business
SMEs	Small and Medium Enterprise – a small or medium sized independent business that is managed by its owner or part-owners and has a small market share.
Strategic Assessment	Under the Police and Justice Act (2006), Crime and Disorder Reduction Partnerships (CDRP) are required to produce an annual strategic assessment which identifies the priorities they will tackle over the next 3 years.
Steering Group	A steering group is a group of senior officers/partners who oversee the delivery of a project or partnership initiative.
Terms of Reference	A document which describes the purpose and structure of a partnership along with basis for making future decisions and for confirming or developing a common understanding of the scope among stakeholders.
TUPE	Transfer of Undertakings (Protection of Employment) Regulations – the United Kingdom's implementation of the European Union Business Transfers Directive, protecting employees whose business is being transferred to another business.