Gravesham Borough Council

GRAVESHAM BOROUGH COUNCIL

Corporate Register of Partnerships and Shared Working Arrangements

June 2026

A summary of partnership and shared working arrangements

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
June 2026

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	Gravesend Historical Society	
7	Gravesham Community Investment Partnership	✓
10	Gravesham Community Safety Partnership (CSP)	✓
14	Gravesham Place Based Partnership	
17	G-Safe Business Crime Reduction Initiative	✓
20	The Henry Pinnock and Victoria and Albert Memorial Charity (Pinnocks)	
22	Kent Connects	✓
24	Kent Downs National Landscape Partnership (*Formerly Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership*)	✓
27	Kent Equality Cohesion Council	
29	Kent Home Choice	✓
32	Kent and Medway Environment Group (KMEG)	
33	Kent and Medway Resilience Forum	✓
37	Kent and Medway Safeguarding Adults Board	✓
40	Kent 'No Use Empty' Initiative	
42	Kent Resource Partnership	
44	Kent Safeguarding Children's Multi-Agency Partnership	✓
47	North Kent Woods and Downs National Nature Reserve	
49	North West Kent Countryside Partnership	

Page Ref.	Name of Partnership	Significant
51	Rough Sleeping Initiative	✓
54	South Thames Gateway Building Control Partnership (STG)	✓
56	Thames Defence Heritage	

Shared Working Arrangements (Page 58 onwards)

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
59	Internal Audit & Counter Fraud Shared Service
61	Legal and Information Governance Shared Service
63	Licensing Shared Service
66	Managed Payroll Shared Service

Working Groups (Page 67 onwards)

The council also recognises that there are a number of county/regional working groups established with officers, and in some cases Members, from a number of authorities working together to discuss challenges faced by the area and potential working arrangements that will support delivery of priorities in the wider area. The council is currently involved in the following working groups:

Page Ref.	Name of Working Group
68	Joint Kent Chief's Forum
70	Kent County Council. Delivery of Disabled Facility Grants via Town & Country Housing Group
72	Kent Environmental Health Managers
75	Kent Finance Officers Group (KFOG)
77	Kent Housing Group
80	Kent & Medway Air Quality Partnership

Glossary of Terms (Page 83 onwards)

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.

Name of Partnership	**Citizen Advice in North & West Kent (CANWK)**
Responsible Officer	Anita Tysoe, Assistant Director Communities & Inclusive Growth
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	To provide free, confidential, impartial and independent advice to local people. To ensure that individuals are aware of their rights to and the responsibilities of the services available to them. To carry out social policy work using CVSNWK evidence both locally and nationally. To maintain national accreditation under the NACAB rules and regulations.
Expected outcomes	Well supported and increasingly knowledgeable citizens.
Links to GBC Corporate Objectives	**#oneborough** *a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.* **#onecommunity** *an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.*
GBC Resources (financial, officer, assets etc.)	• 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/ working group membership	Company Limited by Guarantee.
Governance arrangements	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. Specifically, the operational agreement sets out a number of integral governance elements including: (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.
Financial reporting arrangements and timeframe for reporting	Annual grant agreed through GBC's normal budget setting process. Copy of audited accounts submitted to GBC annually. Quarterly financial monitoring reports made to the Trustee Board (copies made available to GBC). Agreed outcomes included within annual SLA.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Annual report. The Service Level Agreement is reviewed every year. Annual client satisfaction survey.
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.		
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 2025-2028 (commenced in April 2016)	**Date Partnership Terminates (if applicable)**	N/A

✓	Significant partnership		Other partnership

Name of Partnership	**Gravesend Historical Society**
Responsible Officer	Adrian Hickmott, Head of Inclusive Growth
Lead Member(s)	Councillor Deborah Croxton, Lead Member for Community & Leisure
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	Gravesend Historical Society (GHS) uses a couple of rooms within the Fort to store their archives and artefacts. They operate a system where members of the public can book an appointment to do some research.
Expected outcomes	Archives and Historical records about the area accessible to the public by appointment.
Links to GBC Corporate Objectives	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
GBC Resources **(financial, officer, assets etc.)**	• GBC offers free use of the premises. • Maintenance and repair costs for all facilities are the responsibility of GBC including service charges.
Partnership/ working group membership	Gravesend Historical Society and Gravesham Borough Council
Governance arrangements	The governance arrangements for the partnership with GHS are set out in the 2026-27 Operational Agreement. The purpose of this operational agreement is to define the relationship between Gravesham Borough Council and GHS and to set out the terms and conditions for the use of the premises by GHS.
Financial reporting arrangements and timeframe for reporting	The operational agreement is reviewed on an annual basis.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Regular meetings arranged when required.
Risk Assessment	Future funding prospects and inspirational development for the Fort may affect the future use of the premises by GHS.
Safeguarding Obligations	Staff dealing with the public are working in pairs.
Equalities Obligations	GHS 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	As an organisation working 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	N/A	**Date Partnership Terminates** **(if applicable)**	N/A

	Significant partnership	✓	Other partnership

Name of Partnership	**Gravesham Community Investment Partnership**
Responsible Officer	Tom Reynolds, Director (Environment)
Lead Member(s)	Councillor Karina O'Malley, Lead Member for Housing Councillor Lenny Rolles and Councillor Jo Hart represent the council on the Board.
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: - 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	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
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	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. 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. 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. 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.
Financial reporting arrangements and timeframe for reporting	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. 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. Quarterly management accounts will also be provided within three weeks of the end of the accounting period.
Performance monitoring arrangements and details of formal review of partnership arrangements.	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. Update reports will be provided to the Cabinet as required throughout the term of the partnership.
Risk Assessment	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. The Hill Group have also already established a successful Investment Partnership in Cambridge and as such, have experience in this field.
Safeguarding Obligations	There are no specific Safeguarding obligations resulting from this partnership.
Equalities Obligations	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.
Climate Change Considerations	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.

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

✓	Significant partnership		Other partnership

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 Deborah Croxton, Lead Member for Community and Leisure
Statutory Status	Statutory Partnership
Aims and objectives of partnership	To work collectively to prevent and reduce crime and anti-social behaviour (ASB) in the Borough. To strengthen local communities and protect adults at risk and children from harm.
Expected outcomes	Reductions in recorded crime and ASB. People experiencing and reporting crime and ASB feel supported by agencies working together to meet their needs. Improvements in feelings of safety amongst local people and in public perceptions of Gravesham as a safe place.
Links to GBC Corporate Objectives	**#oneborough** *a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.*
GBC Resources (financial, officer, assets etc.)	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 those contained within the Commissioner's Policing and Crime Plan. The total Grant allocation available to Gravesham in 2026-27 is £35,000. A third of the Grant is automatically allocated to a 'tactical pot' by the PCC (£11,700), initial applications/business cases being therefore limited to £23,300. The tactical pot also closes for bids in December 2026. 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 and Inclusive Growth Department) attend CSP meetings. CSU officers share between them lead responsibility in respect of a number of operational sub-groups of the CSP (ASB Strategy Delivery Group, Modern Slavery Working Group, Youth Engagement Panel, Gravesham Vulnerability Panel and Gravesham Serious Organised Crime Panel). The CSP is chaired by the Cabinet Member for Community and Leisure and the Vice-Chair is the North Kent Divisional Commander (Chief Inspector) Kent Police. 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 on behalf of the Partnership prior to any new Community Safety Strategy being created). Officer time is also spent in preparing regular performance monitoring reports and in reviewing (and revising if necessary) the Partnership's Community Safety Strategy's priorities. The current Strategy is for the period 2024-28. The CSU also oversees the Partnership's collaborative work in respect of Serious Violence as outlined in the CSP's Serious Violence Strategy 2024-28 to fulfil obligations created by the Police, Crime, Sentencing and Courts Act 2022. A review of this Strategy is also completed each year by the CSU as part of the Strategic Assessment process in order that any emerging issues/priorities can be addressed.

GBC Resources (financial, officer, assets etc.) (***continued***)	There are shared Partnership resources in place to support the co-location of Council officers and Kent Police representatives who may choose to work at the Civic Centre.
Partnership/ working group membership	Statutory partners: Gravesham Borough Council; Kent County Council; Kent Police; Kent Fire and Rescue Service; National Probation Service (Kent); Kent and Medway NHS and the Office of the Kent Police and Crime Commissioner.
Governance arrangements	The Partnership has Terms of Reference and governance arrangements that were formally agreed by all statutory partners in January 2021. Specifically, these set out: • 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. The CSP Executive Group (a meeting of which can be called as and when considered necessary) 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 any Executive Group meeting where their participation would be beneficial dependent on the issues to be discussed. 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 twice yearly by the Council's Crime and Disorder Scrutiny Committee).
Financial reporting arrangements and timeframe for reporting	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; completely auditable and separate accounts are maintained for any externally funded projects. Members of the Crime and Disorder Scrutiny Committee are also informed of initiatives and projects that have been delivered and how these have been funded. Funding received on behalf of the CSP is held by the Council's CSU and expenditure managed and monitored by the Unit's Strategic Manager, reporting back to the CSP and Kent PCC as above.
Performance monitoring arrangements and details of formal review of partnership arrangements.	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. The Strategic Assessment process 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 are made to the Community Safety Strategy (and any other Strategies created by the CSP) if necessary to reflect these.

Performance monitoring arrangements and details of formal review of partnership arrangements (***continued***)	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. 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 ensures that statutory responsibilities are being met. This Committee generally selects a specific area of Partnership activity e.g., ASB, Youth Justice, etc. for scrutiny at each of its meetings and representatives of relevant statutory partner agencies are invited to attend.
Risk Assessment	This Partnership does not represent any risk to the Council, in fact, the Council is required by legislation to work with other named statutory authorities to address crime and disorder within the Borough. A potential risk to the Partnership itself is that funding to support Community Safety activity is limited. The CSP is 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 be available in 2027-28 or indeed, what funding allocations may be available following devolution and the discontinuation of PCCs. 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. The pooling of resources across partner agencies (both staffing and finances) and taking full advantage of opportunities to bid for funding from alternative external providers are used to mitigate this risk.
Safeguarding Obligations	The work of the CSP makes a significant contribution to improving community safety across the Borough and completes of work that directly contributes 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 adults at risk, often with complex conditions, 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. Youth engagement projects, delivered jointly with CSP partner agencies and coordinated by the Council's CSU, make a contribution to protect children and young people from harm. The Serious Organised Crime Panel allows for a joint approach to be taken in disrupting organised crime groups and increasing intelligence sharing to assist with evidence-gathering and the identification of persistent and serious offenders. There is also a strong focus on joint work to support young people who may at greater risk of e.g. being targeted by organised criminals, drawn into county lines or exploited. Domestic abuse is also a priority for the CSP and considerable work takes place with both statutory and voluntary sector agencies to continuously improve the support and services available to all victims of domestic abuse and their families. All CSP partner agencies have clear procedures in place to deal with safeguarding concerns as they arise and information-sharing agreements are in place in order that appropriate interventions/support can be provided expediently.

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, modern slavery, cuckooing.		
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

Name of Partnership	**Gravesham Place Based Partnership**
Responsible Officer	Virginie Whittaker – Head of Community Support Liz Read – Partnership and Programme Manager
Lead Member(s)	Cllr Deborah Croxton, Lead Member for Community and Leisure
Statutory Status	Non Statutory
Aims and objectives of partnership	In November 2023, Sport England announced a £250 million investment under the 'Uniting the Movement' strategy to tackle inactivity in areas identified as having the greatest need. Gravesham is one of Active Kent & Medway's four Place Partnerships areas in Kent, selected as part of the first phase of Sport England's national £250 million Place Partnerships programme. The Place Based Partnership led by Active Kent and Medway submitted a Development Phase application in late 2024. Active Kent and Medway are working with various partners in Gravesham to submit a full award application to Sport England at the end of September 2026. The aim of the partnership is to focus on Gravesham areas with high inactivity, deprivation, and health inequality. We want to engage with our residents, get them more active and improve their health. The two areas identified for Gravesham are Northfleet North and Westcourt. Objectives • Align local strategy, • delivery and investment to reduce duplication and maximise impact; • Use community voice, data and lived experience to shape priorities and conditions for change; • Coordinate Test & Learn pilots and interventions, championing co-design and sustainability; • Share insight and learning to support continuous improvement and responsible scale; • Contribute to the development and delivery of the Gravesham Place Plan.
Expected outcomes	Increasing Activity Decreasing Inactivity Reduced health inequalities. Long-term, community-led systems change
Links to GBC Corporate Objectives	#OneCommunity
GBC Resources (financial, officer, assets etc.)	• Delivery of some interventions such as Test & Learn project in Westcourt. Funded via grant from Sport England via Active Kent and Medway. • Attendance and participation to the strategic working group and wider partnership and sign up to the leadership training. • Officers Time

Partnership/ working group membership	The partnership brings together representation from across the local system, including: Local Authority (District/Borough and County); Public Health; NHS / ICS / Primary Care; Education; Leisure and Sport providers; VCSE sector; Housing, Planning and Environment; Community representatives and local champions Involvement will flex depending on priorities and need. Substitutes are welcome where continuity is maintained. Potential conflicts of interest are considered by the Core Working Group (CWG) before adding or rotating members. Members will be in review (with the core working group) to get removed from the core working group if they don't attend 2+ meetings with no apologies. to be included in AOB section if the following criteria is met. All partners are expected to: • Attend and actively contribute to meetings and agreed activities; • Champion inclusive access and everyday movement; • Share insight, learning and intelligence, and encourage wider involvement; • Declare conflicts of interest when relevant • Lead or contribute to sub-groups aligned to agreed priorities. • Ensure marketing and communications are aligned, with relevant logos included.
Governance arrangements	The partnership has terms of reference reviewed annually, or sooner if required, to remain relevant and community aligned. As a partner, Gravesham Borough Council has representation at various meetings and can influence the work being delivered in the area. Quorum: A minimum of 50% + 1 of voting CWG members; Abstentions do not count towards quorum. Consensus first, wherever possible. Where consensus cannot be reached, decisions will be made by a simple majority (>50%) of votes cast by eligible members present. In the event of a tie, the Chair (or designated deputy) will have a casting vote.
Financial reporting arrangements and timeframe for reporting	GBC doesn't hold the budget as Active Kent and Medway are the project facilitators and in charge of the funding. Align activity to a working Theory of Change; Use mixed methods (quantitative data and lived experience). Reflect, adapt and share learning locally and across other AKM places.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Active Kent and Medway and Sport England regular meeting updates and review.
Risk Assessment	No risk to the Council as it does not contribute financially to the project. If the bid is successful, it will bring wider benefits and opportunities for the borough. The only risk would be that if the bid is not successful, Gravesham would cease to be a partner and the money released by Sport England would not be spend in Gravesham. Therefore, Active Kent and Medway are working closely with all partners to ensure the bid is successful.

Safeguarding Obligations	Where GBC officers are involved, they follow the appropriate guidance set by the Council and the legislation. As it is multi agency partnership, any problems will be flagged via bi-monthly strategy meetings.		
Equalities Obligations	Focus in areas of depravation of the borough.		
Climate Change Considerations	When activities are delivered, local contractors are sourced where possible. Events are delivered on a hyper local scale, therefore use of public transport and walking is encouraged.		
Date Partnership Created / Approved by Cabinet	October 2025	**Date Partnership Terminates (if applicable)**	March 2028

	Significant partnership	✓	Other partnership

Name of Partnership	**G-Safe Business Crime Reduction Initiative**
Responsible Officer	Kath Donald (Strategic Manager, Community Safety Unit)
Lead Member(s)	Councillor John Burden, Leader of the Executive Councillor Deborah Croxton, Lead Member for Community and Leisure
Statutory Status	Non-statutory partnership.
Aims and objectives of partnership	G-Safe aims to: • Support businesses and partner agencies to work more closely together and improve information-sharing to prevent and reduce crime and anti-social behaviour (ASB) particularly in Gravesend town centre and other retail areas. • Improve the detection of crime with a view to apprehending and prosecuting offenders. • Create a safe and secure environment for customers, staff and visitors and improve public perceptions of safety within the Borough. • Strengthen joint working with neighbouring Districts and Boroughs to address cross-border criminality.
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	**#oneborough** *a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.*
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 desk space at the Civic Centre within the Community Safety Unit (CSU) 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 and Operational meetings. This ensures that good links are maintained between G-Safe members, the CSU and the public space CCTV service. 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 across Gravesend town centre and in developing work to address VAWG e.g. promoting the adoption of the 'Ask For Angela' campaign in business premises. Quarterly G-Safe Board and Members' Meetings are attended by the CSU Community Safety Officer and by representatives from the Swale CCTV Control Room which manages the public space CCTV cameras within the remit of the CSU.

Partnership/ working group membership	Gravesham Borough Council, Kent Police, local retailers, businesses and licensed premises, KCC Community Warden Service, Street Pastors, CCTV Service (Public Space).
Governance arrangements	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; the last audit led to a successful re-accreditation overseen by the National Business Crime Centre and the Scheme itself is recognised as a good practice model in Kent. CSU representatives are able to 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 may 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 who also has responsibility for completion of Minutes of meetings and ensuring records are kept. Information relating to projects in which G-Safe participates with Council Departments or through initiatives developed and delivered by the Gravesham Community Safety Partnership (CSP) are fed back to the CSP and also reported back to the Crime and Disorder Scrutiny Committee when appropriate.
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. Annual accounts are presented at the Board's Annual General Meeting.
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 monitoring arrangements is completed as part of the Scheme's Annual General meeting, including consideration of its' membership. Information regarding G-Safe activity is reported to partners through a regular newsletter circulated by the G-Safe Coordinator.
Risk Assessment	Participation in G-Safe does not present a risk to the Council and participation significantly assists Council Departments in maintaining links with the local business community. A potential risk to G-Safe itself is that this is a fully self-financing initiative with its running costs being met through Radionet membership fees and any additional new work relies on successful external applications/bids for funding (hence full advantage is taken of any opportunities to secure funding as and when they arise).

Safeguarding Obligations	This partnership contributes to the protection of children and adults at risk 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. The Scheme has also been instrumental in locating children/young people and adults who are reported missing. G-Safe has been a key partner and worked closely with the Council's CSU in the development and roll-out of the Safe Space Initiative which is now well-established in Gravesend town centre with over 20 business premises having a designated 'safe space' and whose staff have been trained. 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.		
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

Name of Partnership	**The Henry Pinnock and Victoria and Albert Memorial Charity (Pinnocks)**
Responsible Officer	Anita Tysoe, Assistant Director, Communities & Inclusive Growth
Lead Member(s)	Councillor Karina O'Malley, Lead Member for Housing Services
Statutory Status	Non -statutory partnership. However, the partnership will assist the Council to deliver affordable housing.
Aims and objectives of partnership	To act as a delivery vehicle for the MHCLG programme of Local Authority Housing Fund, (LAHF), Round 4. The aim of the partnership is to deliver additional affordable housing and temporary accommodation for our homeless households. It will also provide long term settled accommodation for households who are homeless as part of the Afghan Resettlement Scheme.
Expected outcomes	The outcome for the Council is the provision of affordable housing and temporary accommodation for our homeless households, alongside assisting us to discharge housing duties for the resettlement of Afghan households in the community. The outcome for the community is the provision of additional affordable housing. Pinnocks' charitable aim is to provide affordable housing for local people and the partnership using LAHF will assist in this. To grow the business of GBC Lettings as this service is used to manage the properties when handed over to tenants.
Links to GBC Corporate Objectives	**#onecommunity** An active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
GBC Resources **(financial, officer, assets etc.)**	The resource needed is the time of an Officer to work with Henry Pinnocks on the work streams and the time of GBC Lettings Officer in the management of the homes. There is no financial resource required as Henry Pinnocks provide the additional funding to deliver the housing.
Partnership/ working group membership	Officer partnership.
Governance arrangements	The Council and Henry Pinnocks have a signed grant agreement for LAHF Round 4 which specifically covers the outputs of the funding. Formal approval was provided with reporting to Council 24 February 2026.
Financial reporting arrangements and timeframe for reporting	Funding allocation is provided by MHCLG as set out in the Memorandum of Understanding and record against delivery plans. Reporting is undertaken quarterly via the Government reporting portal
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance monitoring is through the grant agreement and internally between the Assistant Director, Housing Solutions and GBC Lettings
Risk Assessment	The partnership exists for the delivery of LAHF Round 4. Specific conditions of delivery and funding allocations are prescribed in the Memorandum of Understanding from MHCLG and in the agreement between Gravesham Borough Council and Pinnocks. Regular monitoring and reporting is undertaken Pinnocks and GBC have worked successfully to deliver 2 previous rounds of LAHF funding and there is therefore a proven track record of delivery.

Safeguarding Obligations	Families placed in social housing with Pinnocks will be known to the Council through homelessness disclosures and will have resided in temporary accommodation. Safeguarding risks are therefore likely to be already known to the Council. GBC Lettings are the ongoing managing agents for the homes, and they will visit properties regularly to assess any safeguarding risks. GBC Lettings have procedures in place to monitor safeguarding risks.		
Equalities Obligations	The partnership contributes positively to the Council's aims and objectives by providing homes for households facing homelessness and for those seeking permanent housing as part of the schemes for resettlement of Afghan households, these households might otherwise be marginalised.		
Climate Change Considerations	Any new development will take into account climate change considerations such as ensuring energy efficiency measures and reducing impact of the wider development		
Date Partnership Created / Approved by Cabinet	May 2026	**Date Partnership Terminates (if applicable)**	2029/2030 as per the delivery schedule

☐	Significant partnership	✓	Other partnership

Name of Partnership	**Kent Connects**
Responsible Officer	David Herrington (Head of Digital & IT)
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	To lead the deployment of technology across Kent encouraging shared services, use of best practice, joint procurement thereby delivering efficiencies and savings. To work with all service providers in Kent in the use of technology to enhance the customer service experience. 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.
Expected outcomes	Reduced costs and efficiency gains through standardisation and joint procurements. Opportunities to participate in external funding bids. Sharing staff resources.
Links to GBC Corporate Objectives	**#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.
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	The Governance is set out in the Kent Connects Partnership Agreement. The partnership agreement sets out the following: • 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 can 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. 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. 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 otherwise as agreed.

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 National Landscape Partnership** **(Formerly Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership)**
Responsible Officer	Shazad Ghani, Head of Planning
Lead Member(s)	Cllr Gavin Larkins, council representative on the partnership
Statutory Status	Statutory Partnership On 26th December 2023, a new statutory duty came into force in all National Landscapes (formerly known as AONBs). The new duty requires all relevant authorities to 'seek to further' the purpose of conserving and enhancing natural beauty of any landscape with AONB designation, such as the Kent Downs. This new legislation applies to all public and statutory bodies, and it applies to all their decisions, not just those related to planning and the environment. The new duty features in Section 245 of the Levelling-up and Regeneration Act 2023, and replaces the previous duty:
Aims and objectives of partnership	To 'seek to further' the purpose of conserving and enhancing natural beauty of the Kent Downs
Expected outcomes	(1) A secure and more independent Kent Downs Landscape Partnership. (2) A Kent Downs Landscape Partnership which is recognised as 'The Champion' for the Kent Downs National Landscape. (3) The delivery of a well-supported Kent Downs AONB Management Plan (to be reviewed as a result of the National Landscape designation) through partners and focussed Kent Downs National Landscape Unit led projects.
Links to GBC Corporate Objectives	**#oneborough** a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy. • Cleaner Environment • Attractive Borough • Vibrant Gravesham • Energised Economy **#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer. • Healthy Living • Improved Well-being • Cultural Hub **#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact. • Climate Action
GBC Resources (financial, officer, assets etc.)	**Financial:** annual contribution of £4,138 as a standstill budget to be reviewed annually. With funding also provided by other local authorities This matches all other AONB Kent district local authorities, DEFRA and Natural England. **Human Resources:** 1 officer and 1 member attendance (twice yearly) at the Kent Downs National Landscape Joint Advisory Committee (JAC). – see Joint Advisory Committee - Kent Downs, as well as relevant sub-committees. Officer resource also contributes towards responding to consultations and taking documents such as the Management Plan through GBC processes for adoption.

GBC Resources (financial, officer, assets etc.) ***continued***	**Use of Buildings:** the Kent Downs Landscape 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
Partnership/ working group membership	**Public**: Natural England, Historic England, 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. **Private**: Country Land and Business Association, National Farmers Union, Visit Kent. **Voluntary**: Action with Communities in Rural Kent.
Governance arrangements	**Terms of Reference:** The Kent Downs National Landscape 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. **Constitution:** The Kent Downs Landscape Partnership constitutes: (1) JAC; (2) Executive Group; (3) AONB Forum; (4) Sub-committees; (5) Kent Downs National Landscape Management Unit. **Memorandum of Understanding:** A Memorandum of Understanding was signed by all partner local authorities and Natural England.
Financial reporting arrangements and timeframe for reporting	**Financial Reporting Time Frame:** A report is prepared by the Management Unit Director on the financial position which is presented as an item at each JAC meeting (twice yearly). **Budget Monitoring/Management:** The JAC agrees the annual budget and the priorities for the Kent Downs National Landscape. Each partner may ask for further details should it wish.
Performance monitoring arrangements and details of formal review of partnership arrangements.	**Performance Monitoring Arrangements:** Regular reports are prepared and presented to the Kent Downs National Landscape 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. **Review of Partnership Arrangements:** Due to the new duty set out in Section 245 of the Levelling-up and Regeneration Act 2023, a review of the Management Plan and arrangements will be required to ensure that the Partnership and public bodies are fulfilling their legal requirement to 'seek to further' the purpose of conserving and enhancing natural beauty of the Kent Downs.
Risk Assessment	**Risk Assessment:** The Kent Downs National Landscape 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). **Risk to Council:** Failure to meet its statutory duties including the 'duty to seek to further' the purpose of conserving and enhancing natural beauty of the Kent Downs. **Mitigation:** The Kent Downs National Landscape Partnership has been successful at meeting its aims and objectives; therefore it has not been necessary to take mitigation action.

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. The Partnership and the Management Unit follow KCC's guidance on safeguarding, and in doing so will ensure GBC's obligations with regards to safeguarding are met.		
Equalities Obligations	Equality Impact Assessment screening was carried out by the Kent Downs AONB Unit, using the Kent County Council standard template for the Kent Downs AONB Management Plan Review 2020-2025 and it was concluded that the management plan complies with the Equality Duty, the work of the Management Unit and the Partnership follow's KCC's guidance on equalities, and in doing so ensures GBC's obligations are met.		
Climate Change Considerations	The Kent Downs AONB Management Plan Review 2020-2025 was informed by a Environmental Report and Sustainability Appraisal, the impact of Climate Change on the Kent Downs is a matter at the forefront of the Partnership and considered as part of the Management Plan.		
Date Partnership Created / Approved by Cabinet	14 July 1997	**Date Partnership Terminates (if applicable)**	N/A

✓	Significant partnership		Other partnership

Name of Partnership	**Kent Equality Cohesion Council**
Responsible Officer	Anita Tysoe, Assistant Director Communities & Inclusive Growth
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	• Support communities and groups in eliminating discrimination and strengthening relations between and among communities. • Assist in bringing communities together • Assist 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; • Working with the council around emerging new communities and any associated issues.
Links to GBC Corporate Objectives	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
GBC Resources (financial, officer, assets etc.)	Grant of £11,107 per annum.
Partnership/ working group membership	Charity
Governance arrangements	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. Specifically, the service level agreement sets out a number of integral governance elements including: (1) Term of Agreement; (2) Responsible parties; (3) Staffing provision; (4) Financial arrangements; (5) Insurance provision; (6) Partnership monitoring arrangements; (7) Partnership review process.
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).
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.
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	April 2017	**Date Partnership Terminates (if applicable)**	Current Annual SLA terminates March 2025

	Significant partnership	✓	Other partnership

Name of Partnership	**Kent Home Choice**
Responsible Officer	Andy Chequers, Director (Social Housing)
Lead Member(s)	Councillor Karina O'Malley, Lead Member for Housing Services
Statutory Status	Statutory – The Homelessness Act 2002
Aims and objectives of partnership	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. Objectives: 1) To meet the particulars of the "Choice Based Lettings Code of Guidance". 2) Ensure we have introduced an "*advertising scheme" (Choice Based Letting).* 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	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	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
GBC Resources **(financial, officer, assets etc.)**	**Financial**: The council makes a contribution of £18,000 each year to the Kent Partnership. This can be increased dependent on required enhancements. **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. **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.

Partnership membership	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.
Governance arrangements	Locata/Huume run two independent bodies to manage and organise the Home Choice Scheme. The Kent scheme has its own constitution which provides: • 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	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.
Performance monitoring arrangements and details of formal review of partnership arrangements.	**Performance Monitoring Arrangements:** 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. **Review of Partnership Agreements** 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.

Risk Assessment	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. Gravesham Borough Council's Business Continuity Plan covers the absence of the Allocations Team in a major incident.
Safeguarding Obligations	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.
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 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.
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 Partnership Created / Approved by Cabinet	2007	**Date Partnership Terminates (if applicable)**	N/A

✓	Significant partnership		Other partnership

Name of Partnership	**Kent and 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	**#oneborough** a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy Commitment to take action to prepare Gravesham to become carbon neutral.		
GBC Resources (financial, officer, assets etc.)	Officer and Member time attending meetings and directed to activities to deliver the aims and objectives of the Group.		
Partnership membership	Kent County Council (KCC) and all Kent District Councils Medway Council Environment Agency – Defra Group Kent Wildlife Trust Kent Downs AONB Invicta Chambers of Commerce		
Governance arrangements	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. 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

Name of Partnership	**Kent and Medway Resilience Forum (KMRF)**
Responsible Officer	Adrian Hickmott, Head of Inclusive Growth
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership`	The aims of the KMRF include: • Cooperating to make sure we plan for, and respond to, emergencies as effectively as possible. • Sharing information to assist each other in planning for, and responding to, emergencies. • Working together to assess risks across the county and developing the Kent Community Risk Register • Planning to make sure we can all carry on operating throughout any disruption (business continuity management). • Providing information and guidance to the public (warning and informing) before, during, and after emergencies so that they are best placed to help themselves and us in dealing with the emergency.
Expected outcomes	The Kent and Medway Resilience Forum (KMRF) is a partnership of organisations and agencies who work together to improve the resilience of Kent and Medway, and to ensure a coordinated response to emergencies that could have a significant impact on communities. The KMRF is one of 42 of local resilience forums (LRFs) across England and it is aligned with the Kent & Medway police area, with member agencies working together to ensure that, if and when an emergency occurs, they are prepared to respond to it together and minimise any impact.
Links to GBC Corporate Objectives	**#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.
GBC Resources (financial, officer, assets etc.)	The KMRF is funded by the 18 Category 1 responding organisations across Kent and Medway, albeit the wider membership of the KMRF extends beyond these 18. KMRF membership cost is £ 4,170.20 per annum. In addition to membership fees, GBC resources to support the agreed KMRF joint responsibilities are provided in the first instance by the Head of Inclusive Growth approx. 1/3 of FTE post, supported by Leisure & Events Officer (1/5 of FTE post). The council also has a Duty Director and Duty Officer rota in place 24/7 in case of emergencies that require a GBC response.

Partnership/ working group membership	Emergency Responders: • Kent Police • Kent Fire & Rescue Service • Environment Agency • British Transport Police • Maritime & Coastguard Agency • South East Coast Ambulance NHS Trust Local Authorities: • Kent County Council • Ashford Borough Council • Dartford Borough Council • Folkestone & Hythe District Council • Maidstone Borough Council • Swale Borough Council • Tonbridge & Malling Borough Council • Kent Association of Local Councils • Medway Council • Canterbury City Council • Dover District Council • Gravesham Borough Council • Sevenoaks District Council • Thanet District Council • Tunbridge Wells Borough Council Health: • Kent and Medway Area Team, NHS England • Dartford and Gravesham NHS Trust • Medway Foundation Trust • UK Health Security Agency • London Port Health Authority • NHS and Social Care Partnership Trust • Maidstone and Tunbridge Wells NHS Trust • Kent Community Health Care Trust • East Kent Hospital University Foundation Trust • Medway Community Health Care CIC There are also links to a number of voluntary organisations across the county, supporting the work of the KMRF.

Governance arrangements	The agreed joint responsibilities for partners are outlined in the annual signed KMRF Partnership Agreement. The current agreement is set from 01 April 2026 to 31 March 2027 inclusive. The Agreement will be renewed after the end of the term unless written notice is provided by any party indicating their intention not to continue with the agreement. Partners signing this Agreement retain all accountability for discharging their duties under the Civil Contingencies Act (CCA) 2004 and other relevant legislation. The partnership agreement sets out the core deliverables of the Kent Resilience Team (KRT) and the responsibilities of partner organisations. The council is invited and attends various KMRF meeting structures including; the Local Authority Emergency Planning Officers Group (LAEPG) and the KMRF Strategic Board. Meetings are supported by the KRT officers with minutes published on Resilience Direct for senior officers to raise at their own borough CMT's and/or other meeting structures where appropriate to do so.
Financial reporting arrangements and timeframe for reporting	Financial accounts are reported to the KMRF Strategic Board (which GBC attends). This covers work carried out by the KRT on behalf of the KMRF eg. plans and capabilities work, risk assessments, training and exercising etc.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance monitoring is regularly reported to the KMRF Strategic Board. A work plan is set for the KMRF Delivery Board (and various subgroups feeding in eg. via LAEPG, Training & Dev. Group, Task & Finish Groups, Community Resilience Group, Emergency Plans & Capabilities Group, Voluntary Sector Group etc)) to deliver key aims & Objectives / targets/ workstreams.
Risk Assessment	Membership of the KMRF is a key mechanism through which GBC mitigates the impacts of an emergency, thereby minimising disruption and supporting business continuity. Not being part of the KMRF would be a risk to the council, in that it would not be able to sufficiently meet its own responsibilities and compliance with the CCA (2004), in that the Act requires cooperation by responders through the LRF and so the council would find it difficult to; • To share information with other local responders to enhance co-ordination • To co-operate with other local responders to enhance co-ordination and efficiency. • To be able to have mutual aid protocols in place with neighbouring and non-neighbouring councils. • To be part of multi-agency training programmes and related exercises.
Safeguarding Obligations	The partnership does not have any specific Safeguarding obligations but all formal partners will have their own policies and procedures with regards to safeguarding which will be followed.
Equalities Obligations	Each of the formal partners will have their own, individual Equalities Policies in place, which meet the requirements of the Equalities Act.
Climate Change Considerations	With regards to major incidents; climate change is having an ever increasing effect on the amount and level of impacts, especially associated with severe weather events. Therefore, the frequency and ferocity/scale of such events is likely to increase in the future, requiring further support from the Council in terms of officer time, resources etc. meaning that this type of partnership will become even more pertinent.

Date Partnership Created / Approved by Cabinet	The Kent Resilience Forum was formed in 2014 and officially changed to the Kent and Medway Resilience Forum on 1 April 2024	**Date Partnership Terminates (if applicable)**	N/A

✓	Significant partnership		Other partnership

Name of Partnership	**Kent and Medway Safeguarding Adults Board**
Responsible Officer	Jamie Izzard (Director of Communities and Inclusive Growth) Carly Theis (Lead Safeguarding Officer)
Lead Member(s)	Councillor John Burden, Leader of the Executive and Safeguarding Champion
Statutory Status	Statutory partnership (The Care Act 2014).
Aims and objectives of partnership	The key purpose of the Kent and Medway Safeguarding Adults Board (KMSAB) is 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 works to ensure 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 well-being, work to prevent abuse, neglect and exploitation and other factors that may have a negative impact of the physical and mental health of vulnerable people. The Board also focuses on the development of the multi-agency policies and procedures, providing consistency and setting high safeguarding standards, which all partner agencies aim to achieve. One function of the Board is to assist District Councils in the completion of a Self-Assessment Framework every two years (a very detailed review of how the Councils fulfil their Safeguarding obligations), helping to identify any potential weaknesses and making recommendations via a peer review. A further function of the Board is to coordinate processes for the completion of Safeguarding Adult Reviews (SARs) working closely with all partner agencies, including the Council (when appropriate) when a local referral for a SAR is received by them.
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 to ensure that it is meeting all its statutory safeguarding responsibilities.
Links to GBC Corporate Objectives	**#oneborough** a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy. Active involvement in this partnership enables the Council to fulfil its statutory duties and drives improvement in the way in which vulnerable adults coming to our attention are supported.
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 at the Board's Working Groups (as necessary); completes an Annual Report and regular Self-Assessment Frameworks on behalf of the Council (this being a complex piece of work subject to a peer review); coordinates the Council's involvement in any SARs being completed in our area for cases with which any Council services have had an involvement.

Partnership/ working group membership	The KMSAB consists of the following statutory agencies: • Medway Council • Kent County Council • Kent Police • Integrated Care Board In addition to the statutory members, the Board and/or its Working Groups include representation from other agencies, including: • 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 • 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	The Board is chaired by an Independent Chair and meets 4 times a year. The Board is supported by a KMSAB Business Group which also meets 4 times a year. The Board's work is carried out by the following working groups: • Quality Assurance Working Group (QAWG) • Learning and Development Working Group (L&DWG) • Practice, Policies and Procedures Working Group (PPPWG) • Safeguarding Adults Review Working Group (SARWG) • Communications and Engagement Working Group (CEWG) Terms of reference are available here Kent and Medway SAB - Kent and Medway Safeguarding Adults Board
Financial reporting arrangements and timeframe for reporting	N/A.

Performance monitoring arrangements and details of formal review of partnership arrangements.	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. There is also at least one Self-Assessment Framework per year, these are self-assessed audits that focus on Safeguarding practices and policies. In addition to completing the audits we are required to give regular updates on progress of any actions/recommendations identified as a result of the audits.
Risk Assessment	The Council's membership in this 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. 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.
Safeguarding Obligations	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. In interpreting relevant guidance and procedures from the Partnership, the Council has developed its own reporting arrangements that ensure effective support is delivered as efficiently as possible. All Council staff are able to readily access the advice and support of appointed safeguarding officers, who in turn are able to pass on good practice, operational intelligence and relevant points of contact within safeguarding in Kent.
Equalities Obligations	Participation within the partnership improves the Council's ability to safeguard vulnerable adults from harm and contributes the Council's equalities obligations by ensuing that every vulnerable adult, including those with protected characteristics, is given the appropriate advice, support and intervention to protect their welfare.
Climate Change Considerations	Climate change is not applicable to the work of this partnership.

Date Partnership Created / Approved by Cabinet	Partnership added to this Register in 2022/2023.	**Date Partnership Terminates (if applicable)**	N/A.

✓	Significant partnership		Other partnership

Name of Partnership	**Kent 'No Use Empty' Initiative**
Responsible Officer	Mark Lees, Head of Community Protection Clare Reynolds, Private Sector Housing Manager
Lead Member(s)	Councillor Karina O'Malley, 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	• 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	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
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 frees loans will cover just the Gravesham area.
Governance arrangements	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. 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. Eligibility for new members to the Kent Country Council No Use Empty Initiative is the responsibility of Kent County Council.

Financial reporting arrangements and timeframe for reporting	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. 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. 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.
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	Low risk. The initiative has been running for 10+ years with all twelve districts across Kent participating. 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.
Safeguarding Obligations	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. Where necessary, members work with other agencies to help vulnerable owners find an appropriate path to bringing their property back into use. Should a safeguarding issue be brought to the attention of members, it would be raised at Director level (Housing).
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**
Responsible Officer	Stuart Alford – Assistant Director (Environment)
Lead Member(s)	Cllr Emma Morley, Lead Member for Operational Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	The Kent Resource Partnership (KRP) will lead the transformation of waste services in Kent, to a circular, low-carbon, waste system that protects the environment, delivers best value, and empowers communities to reduce, reuse, repair and recycle through inclusive, efficient, and innovative services. By retaining the value of material resources flowing through Kent, we will generate green jobs, support skills and training, and deliver economic, environmental, and wellbeing benefits for local communities and beyond. We will deliver integrated, high-performing, efficient waste and resource services across Kent, through collaboration, innovation, evidence-based decision-making, investment in infrastructure, and by engaging and supporting residents to make sustainable choices.
Expected outcomes	The partnership is committed to developing plans framed by four strategic aims: • Delivery of operational excellence • Supporting a pathway to a Circular Economy • Improving performance through behaviour change • Support the transition to unitary waste management system(s)
Links to GBC Corporate Objectives	**#oneborough** a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.
GBC Resources (financial, officer, assets etc.)	Gravesham Borough Council contributes £15,000 per year towards this overall budget. Officer time from Assistant Director and Commercial Waste & Project Manager.
Partnership/ working group membership	All local authorities in Kent.
Governance arrangements	Officers meet four times a year Reports into the Kent and Medway Environmental Members Board
Financial reporting arrangements and timeframe for reporting	The Kent Resource Partnership agrees a Budget Plan and a Delivery Plan on an annual basis. Kent Resource Partnership Members' Board is provided with financial updates three times a year when it meets.
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	N/A
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)**	

	Significant partnership	✓	Other partnership

Name of Partnership	**Kent Safeguarding Children's Multi-Agency Partnership**
Responsible Officer	Jamie Izzard (Director of Communities and Inclusive Growth) Carly Theis (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	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: • 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, the Council continually reviews, assesses and improves its policies and practices in safeguarding of children in the Borough from harm. By actively demonstrating its commitment to working collaboratively with other services to achieve this, public confidence and trust will be built that will encourage any concerns regarding the welfare of a child who may be vulnerable to be reported in order that safeguarding actions can be taken.
Links to GBC Corporate Objectives	**#oneborough** a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.
GBC Resources **(financial, officer, assets etc.)**	GBC resources to support the work of this Partnership include officer attendance at meetings and participating in/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 2024 and the next due in 2026).
Partnership/ working group membership	Core membership of the KSCMP: • 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.

Governance arrangements	In Kent, the safeguarding partner organisations and the Chief Officers are: • Kent County Council – Head of Paid Service; • Kent and Medway Clinical Commissioning Group – Accountable Officer; • Kent Police – Chief Constable 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. The governance structure consists of the Kent Safeguarding Children Multi-agency Partnership Executive Board (KSCMPEB), partnership subgroups, partnership forums and a Business Support Team. 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. The safeguarding partners have a shared and equal duty for the safeguarding arrangements in Kent, working together with relevant agencies. 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. An Independent Scrutineer also attends Partnership meetings. Full details of governance and the scrutiny and assurance framework for the Partnership can be found in the 'Multi-agency Partnership Arrangements': Partnership arrangements - Kent Safeguarding Children Multi-Agency Partnership
Financial reporting arrangements and timeframe for reporting	N/A
Performance monitoring arrangements and details of formal review of partnership arrangements.	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. Full details of governance and the scrutiny and assurance framework for the Partnership can be found in the 'Multi-agency Partnership Arrangements': Kent Safeguarding Children Multi-agency Partnership Arrangements
Risk Assessment	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 these statutory responsibilities and our duty of care to safeguard children from harm. **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. .

Risk Assessment ***Continued***	**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 KSCMP, through its operational groups and audit processes, shares best practice and ensures the Council has relevant operational procedures in place to effectively administer its responsibilities
Safeguarding Obligations	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. In interpreting relevant guidance and procedures from the Partnership, the Council has developed its own reporting arrangements that ensure effective support is delivered as efficiently as possible. 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. Finally, the established internal arrangements are audit-tested every two years (last assessments were completed in 2024, next due to commence mid-2026) to ensure they are robust, meet statutory responsibilities and crucially deliver the aim of safeguarding children locally.
Equalities Obligations	Participation within the Partnership improves the Council's ability to safeguard all children from harm and contributes to the Council's equalities obligations by ensuing that every child, including those with protected characteristics, are given the appropriate advice, support and intervention to protect their welfare.
Climate Change Considerations	Climate change is not applicable to the work of this Partnership.

Date Partnership Created / Approved by Cabinet	KSCMP came into effect September 2020.	**Date Partnership Terminates (if applicable)**	N/A.

✓	Significant partnership		Other partnership

Name of Partnership	**North Kent Woods and Downs National Nature Reserve**
Responsible Officer	Virginie Whittaker – Head of Community Support James Young – Parks & Open Spaces Manager
Lead Member(s)	Councillor Emma Morley, Lead Member for Operational Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	The purpose of affiliation is to recognise the contribution of non-declared land to the purposes of a National Nature Reserve (NNR). It can apply to any existing or proposed NNR but is particularly relevant to the development and declaration of partnership NNRs. It is entirely voluntary, it does not add any legal status to the land, and it can only be applied with the landowner's permission and goodwill. The intent is to help deliver the Strategy for England's National Nature Reserves[1] in particular • NNRs will be at the core of nature recovery, and their abundant wildlife will brim over to enrich surrounding areas. Extensive and joined up NNRs will help restore ecological function and resilience. • New and extended NNRs will be declared to galvanise landscape-scale nature recovery and ambitious science and engagement programmes, secured for the long term.
Expected outcomes	Wider promotion of the NNR / associated land areas; wider access to funding and support for developing open spaces
Links to GBC Corporate Objectives	**#onecommunity** *IMPROVED WELL-BEING: nurture positive healthy lives through a suite of high-quality play areas and increased pride of place in open, attractive parks and green spaces accessible to all*
GBC Resources (financial, officer, assets etc.)	The Parks & Open Spaces Manager attends meetings. Depending on further funding developments, there may also be a requirement for additional representatives to participate, though this time commitment can be factored into the required resources.
Partnership/ working group membership	Gravesham Borough Council, Shorne Parish Council, Ranscombe Farm, Kent Downs National Landscape, Woodland Trust, National Trust, West Kent Downs Countryside Trust, Natural England, Forestry England, Silverhand Estate, Birling Estate and Kent County Council.
Governance arrangements	As Affiliate Partner, Gravesham Borough Council has representation at various meetings and can influence the work of the NNR. Affiliate partnership is not legally binding.
Financial reporting arrangements and timeframe for reporting	There are no financial obligations / reporting arrangements for affiliate partners
Performance monitoring arrangements and details of formal review of partnership arrangements.	Annual NNR review
Risk Assessment	Affiliate membership is not legally binding and there is no financial commitment. However, membership of the NNR increases opportunities to access wider funding grants or to benefit from the work of land management specialists which can support the development of our land to meet the core aims of preserving and enhancing conservation, biodiversity and species management.

[1] NNR strategy

Safeguarding Obligations	N/A		
Equalities Obligations	N/A		
Climate Change Considerations	The work of the NNR is to protect the natural environment which directly impacts on the climate change agenda		
Date Partnership Created / Approved by Cabinet	Affiliate Membership May 2025	**Date Partnership Terminates (if applicable)**	N/A

	Significant partnership	✓	Other partnership

Name of Partnership	**North West Kent Countryside Partnership**
Responsible Officer	Jamie Izzard, Director (Communities)
Lead Member(s)	Councillor Deborah Croxton, Lead Member for Community & Leisure
Statutory Status	Non Statutory
Aims and objectives of partnership	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. 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. The Partnership works within four main theme areas: Landscape Biodiversity & Access, Community-Based Initiatives, Education & Learning and Health and Well-being. The main aims of the Partnership are to: • 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 Develop sustainable tourism opportunities that support the rural economy and benefit the countryside of the Partnership Area.
Expected outcomes	Enhanced quality of rural area coupled with better understanding and use of our countryside. Improved access to countryside by all sectors of the borough's residents. 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. 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.
Links to GBC Corporate Objectives	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
GBC Resources (financial, officer, assets etc.)	GBC does not provide Core Funding to the partnership.

Partnership/ working group membership	Core Funders – Kent County Council, Sevenoaks District Council, London Borough of Bexley. 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.
Governance arrangements	The Partnership has a Memorandum of Agreement (MoA) running from September 2021 to August 2024. 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. 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.
Financial reporting arrangements and timeframe for reporting	N/A
Performance monitoring arrangements and details of formal review of partnership arrangements.	The Partnership Manager prepares the following reports: A Management Strategy; An annual report on the Partnership and review of the forward programme and budget; Reports, financial forecasts and financial statements to every Steering Group meeting; and Agendas and minutes of each Steering Group to each Core and Partnership funder.
Risk Assessment	There is no risk attached to this Partnership.
Safeguarding Obligations	Children and some vulnerable adults may benefit from participation in volunteer groups or from the results of volunteers' work. The Partnership's Safeguarding policies and Procedures on Child Protection and on Vulnerable Adult Protection reflect and support those of the council. Contained in the Partnership's Safeguarding policies and procedures.
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

Name of Partnership	**Rough Sleeping Initiative**
Responsible Officer	Florentine Bela – Head of Housing Solutions
Lead Member(s)	Councillor Karina O'Malley, Lead Member for Housing Services
Statutory Status	Statutory – Not a statutory requirement but contributes to the governments ambition to make rough sleeping, brief, rare and non-recurring by 2027 and 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: 1) To ensure people on the streets are verified and a needs assessment, risk assessment, support plan and move on plan is completed by the rough sleeping team. 2) 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. 3) 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. 4) Address wider issues including mental wellness and substance misuse. 5) Assisting rough sleepers with ID, benefits, registering with a GP, Status in the UK and all the necessary documents to best support them into an appropriate move on option. 6) Provide employment and education opportunities and prepare them for independent living. 7) To prevent rough sleeping where possible or keep it brief and non-recurring by working in partnerships with housing management, homeless teams, police, community and adult social care to identify vulnerable adults at risk of rough sleeping.
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. Identify vulnerable adults at risk of rough sleeping to prevent homelessness by providing support alongside partners such as Adult social care and mental health teams
Links to GBC Corporate Objectives	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
GBC Resources **(Financial, officer, assets etc.)**	• 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 MHCLG grant and the Service Manager as main point of contact. • Employment pathway: Waste Management and Recycling department offering work experience moving towards gradual casual contract to support former rough sleepers in our supported accommodation with employment. • Gravesham Sanctuary supported accommodation- RSI fund a part time support worker to allow direct nomination into this supported accommodation for those rough sleeping or at risk of rough sleeping.

GBC Resources **(Financial, officer, assets etc.)** ***continued***	• Joint funded social worker post with KCC, to have a social worker work directly within the rough sleeping team to provide a holistic approach to support vulnerable adults off the streets and prevent vulnerable adults from homelessness. • Funded Mental Health Consultant and mental health nurse to provide mental health assistance to rough sleepers and vulnerable adults at risk of homelessness. This will reduce waiting times, help speed diagnosis and medicate vulnerable adults where appropriate, provide mental health support to prevent crisis and provide support at point of mental health crisis.
Partnership membership	Serveco, North Kent Mind, Gravesham Sanctuary, Kent County Council Adult Social Care, KMPT NHS.
Governance arrangements	• 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 have received a service level agreement which has conditions and clear guidance of what is expected. • There are regular meetings with various council officers and partners to review cases to ensure the safeguarding and the wellbeing of vulnerable residents.
Financial reporting arrangements and timeframe for reporting	A delta report is completed twice a year to advise on the spend for the year and if there is any underspend. This is then signed off at the end of the year by a Section 151 Officer. Any underspend from partner organisations is either carried over or returned at the end of the financial year as per SLA.
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 and support plans 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	Risk assessments are completed for each client that the rough sleeping team, work with. These are updated 6-12 monthly, or in an event that has a drastic change in the way of which we support the client.
Safeguarding Obligations	These partnerships are intended to have a positive impact on the lives of vulnerable people by providing a safe place for vulnerable adults and provide support needed. During Severe weather provisions the rough sleeping team are pro-actively conducting outreach services and providing accommodation to anyone that is rough sleeping during these times. This 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, RSI Partners will immediately alert the council or other relevant agencies. The rough sleeping partnership manager is proactively involved in the Gravesham Vulnerability Panel and also safeguarding referrals are completed when a safeguarding concern is identified.

Equalities Obligations	Help everyone to make use of the services to which they are entitled. Give information and advice in the most suitable methods. 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

Name of Partnership	**South Thames Gateway Building Control Partnership (STG)**
Responsible Officer	Tom Reynolds, Director (Environment)
Lead Member(s)	Councillor John Burden, Leader of the Executive Sub: Cllr Croxton (Chair of Planning Committee)
Statutory Status	Non-statutory partnership – that delivers a statutory function on behalf of the Council
Aims and objectives of partnership	Provision of a building control service in Gravesham, Medway, Swale and Canterbury Councils.
Expected outcomes	As set out in STG Building Control Business Plan 2026-2029, was approved at Cabinet on 16 March 2026. Decision No: 6/C/2026.
Links to GBC Corporate Objectives	#ONE BOROUGH • Regulatory compliance • Attractive Borough • Vibrant Gravesham #ONE COMMUNITY • Ambitious Building • Enforced Standards • Safeguard Residents • Quality Living
GBC Resources (financial, officer, assets etc.)	Gravesham's contribution to the partnership for 2025/2026 is £106,490 (without NI contributions). STG's Business Plan 2026-2029, was approved at Cabinet on 16 March 2026. Decision No: 5/C/2026. 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). An officer from the STG partnership regularly uses a hot-desk in the Civic Centre to enable close liaison with GBC staff and to meet any customers who wish to access the service via personal visit to the Civic Centre.
Partnership/ working group membership	Gravesham Borough Council, Medway Council, Swale Borough Council and Canterbury City Council.
Governance arrangements	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 3rd 5 year term in October 2017. The MoA sets out a number of integral governance elements including an overview of the governance arrangements of the Partnership's operational Joint Committee. Specifically, the MoA sets out the partnership: (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.
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.	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.

Performance monitoring arrangements and details of formal review of partnership arrangements.	Monitoring reports, both performance and financial, are put before the Joint Committee on a quarterly basis. STG's Business Plan 2026-2029, was approved at Cabinet on 16 March 2026. Decision No: 6/C/2026.5 and the Secretary to the STG Joint Committee was notified accordingly.
Risk Assessment	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 which has impacted on the construction industry. 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. The partnership itself also maintains a risk register, which is kept up to date and reported to the STG Joint Committee and AGM.
Safeguarding Obligations	As a partnership that operates on behalf of a number of Local Authorities, the Partnership fulfils safeguarding obligations.
Equalities Obligations	As a partnership that operates on behalf of a number of Local Authorities, the Partnership fulfils the requirements of the Public Sector Equality Duty.
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)**	The need for the Partnership is reviewed every five years, with the last review taking place in 2022, and the next review scheduled for 2027. Members of the relevant authorities in 2022 agreed to the continuation of the Partnership.

✓	Significant partnership		Other partnership

Name of Partnership	**Thames Defence Heritage**
Responsible Officer	Adrian Hickmott, Head of Inclusive Growth
Lead Member(s)	Councillor Debroah Croxton, 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	Within these objectives the partnership aims to restore and make accessible to public viewing: • New Tavern Fort; • The Civil Defence Control Centre at Woodlands Park; and • Chantry Heritage Centre.
Links to GBC Corporate Objectives	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.
GBC Resources (financial, officer, assets etc.)	• 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 and GHS (Gravesend Historical Society) 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	The governance arrangements for the partnership with Thames Defence Heritage (TDH) are set out in the 2026-27 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. In addition, a licence for access is in place for TDH to occupy New Tavern Fort and Civil Defence Control Centre.
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.	Monthly attendance figures are submitted by TDH. Regular meetings arranged.
Risk Assessment	The potential reduction in financial resources would severely undermine the corporate objectives.
Safeguarding Obligations	N/A

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

Shared Working Arrangements

Name of Partnership	**Internal Audit & Counter Fraud Shared Service**
Responsible Officer	Sarah Parfitt, Director (Corporate Services)
Lead Member(s)	Councillor Rajinder Atwal, Lead Member for Performance & Administration
Statutory Status	Local authorities statutorily required to have internal audit.
Aims and objectives of partnership	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. The internal audit team has a standalone Strategy for the period 2025-28, which was agreed by the Finance & Audit Committee in March 2025, and sets out the vision "To be a leading provider of high-quality assurance and advisory services to help the councils meet their objectives, acting as a catalyst for driving positive change, promoting improvement, learning, and 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 at the heart of Medway Council and Gravesham Borough Council." The counter fraud team operates under the council's counter fraud and corruption strategy, which is approved by Cabinet. The ongoing objectives of the shared service, agreed by the Performance & Administration Committee in September 2025, are to 'deliver the statutory internal audit function' and 'deliver an effective counter fraud & investigation service'.
Expected outcomes	The Shared Service has achieved the following outcomes: • 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	**#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.
GBC Resources **(financial, officer, assets etc.)**	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 has been amended to approximately 26%. This change keeps the FTE resource at the same level as prior to expansion. The Shared Service agreement sets out the budgeted cost to Gravesham for 2026-27 as approximately £306,437. The team occupy space in the Civic Centre, though all ICT hardware is provided by -Medway Council.
Partnership membership	Gravesham Borough Council and Medway Council.

Governance arrangements	The Shared Service Agreement in place sets out the governance of the service; • 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	Gravesham Borough Council is invoiced on a quarterly basis by Medway Council as host of the Shared Service. The expenditure budget for this arrangement is monitored through the council's internal budget monitoring processes and reported via the established financial reporting arrangements.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	The Shared Service has established operational and strategic performance measures for both internal audit & counter fraud, with arrangements to report on the outputs against operational measures to the council's Management Team and Finance & Audit Committee on a quarterly basis, with strategic measures reported annually. Performance against the Shared Service objectives is also monitored by the Performance & Administration Committee through the annual review of the shared working arrangements. The council's Annual Governance Review and Statement considers the effectiveness of internal audit arrangements.		
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. The shared service does not directly contribute to these objectives and obligations.		
Date Partnership Created / Approved by Cabinet	1 June 2015: Cabinet approval given for the partnership to become a full shared service. 1 March 2016: Shared Service launched.	**Date Partnership Terminates (if applicable)**	N/A

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 Rajinder Atwal, 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: • 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	**#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.
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 contribution methodology.
Partnership membership	Gravesham Borough Council and Medway Council
Governance arrangements	A legal agreement is in place for the Shared Service which sets out: • 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. 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.
Financial reporting arrangements and timeframe for reporting	The financial arrangements for the shared working arrangements are set out in the Legal agreement based on contribution methodologies that take into account the respective level of activity the services complete on behalf of each partner council.
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

Name of Partnership	**Licensing Shared Service**
Responsible Officer	Mark Lees, Head of Community Protection Emily Lane-Blackwell, Licensing Manager
Lead Member(s)	Councillor Emma Morley, Lead Member for Operational Services
Statutory Status	Non-statutory partnership. Both councils have a statutory duty in terms of the Licensing function and as such, both partner authorities 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 are shared.
Aims and objectives of partnership	The aims and objectives of this arrangement include: • 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. • Delivering an enhanced digital service, making full use of available technology. • 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	**#oneborough** a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy. **#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.
GBC Resources **(financial, officer, assets etc.)**	The Licensing Shared Service is hosted by Gravesham Borough Council, with office accommodation provided at both sites.
Partnership/ working group membership	Gravesham Borough Council and Medway Council
Governance arrangements	A legal agreement is in place for the Licensing Shared Service which sets out: • 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.

Governance arrangements ***Continued***	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	The Licensing Shared Service legal agreement sets out the financial arrangements in Schedule 3 of the formal agreement. Medway contribute 75% to the overall costs of the shared service, with GBC covering the other 25%. Central support costs/recharges (e.g. Finance, HR) do not from part of the shared service contribution mechanism and are accounted for at their individual authorities. All income for Medway licences received by Gravesham is transferred to Medway in full, quarterly. Income for Gravesham licences is retained by Gravesham
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	In terms of customers, all applicants and applications are treated consistently by determining each on its merits and in accordance with legislation and policy. The council's digital/online offering provides an enhanced level of accessibility for applicants and licence holders. 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. In terms of staffing, and as an employer, such matters as the restructured service, hybrid 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.

Climate Change Considerations	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. The shared service is however able to take, and have 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. In addition to this, the Council's policy to transition its taxi and private hire fleet to fully electric vehicles by 2030 directly supports the Climate Action Plan by reducing carbon emissions and improving local air quality. Taxis are high-mileage vehicles, so shifting to zero-emission models significantly cuts greenhouse gas output and harmful pollutants. This aligns with broader climate objectives by promoting cleaner transport and encouraging sustainable practices within the licensed trade. 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.

Date Partnership Created / Approved by Cabinet	01 January 2019	**Date Partnership Terminates (if applicable)**	N/A

Name of Partnership	**Managed Payroll Shared Service**
Responsible Officer	Sarah Parfitt, 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	• 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	**#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.
GBC Resources (financial, officer, assets etc.)	The service level agreement sets out the estimated cost to Gravesham for 2026/27as c. £75,568 , (£66,266 general payroll, £9,302 elections payroll) Approximately 20% of HR Officers' time is spent providing starter, leaver, changes and sickness absence information to ensure correct payments are made. A member of the Financial Services management team authorises payroll each month after validation checks are conducted by GBC HR Officers. 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.
Partnership/ working group membership	Gravesham Borough Council and Medway Council.
Governance arrangements	The Service Level Agreement sets out the governance arrangements for the service. The HR Manager and member of the Financial Services management team meet on a quarterly basis with Medway Council personnel to discuss any issues / concerns with the service. The latest Service Level Agreement for 2026/27 has been received and is due to be signed imminently.
Financial reporting arrangements and timeframe for reporting	The Service Level Agreement details the financial arrangements for the shared service.
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.

Working Group Arrangements

Name of Partnership	**Joint Kent Chief's Forum**
Responsible Officer	Stuart Bobby, Chief Executive
Lead Member(s)	Cllr John Burden, Leader of the Executive
Statutory Status	Non-statutory working arrangement
Aims and objectives of partnership	The Joint Kent Chief Executives is the strategic management group for Kent and Medway, supporting and underpinning the Kent Council Leaders, providing oversight and direction to officers to take forward Leaders' agreed actions.
Expected outcomes	Joint Kent Chiefs: • Takes forward activity on the strategic issues and opportunities facing Kent & Medway, including Local Government Reorganisation. • Ensures that where common action or consistency across Kent is required, it is enacted • Engages with senior officers from across the wider public sector locally, regionally and nationally, ensuring the needs of Kent are well established • Provides leadership to the professional groups on key themes across the county The Joint Kent Chiefs is not a formal committee and is not a decision-making body.
Links to GBC Corporate Objectives	The work of Joint Kent Chiefs links to all of the council's corporate objectives.
GBC Resources (financial, officer, assets etc.)	The Chief Executive (or nominated substitute) attends the meetings as appropriate. These are currently held on a weekly basis. These are held virtually with occasional in person meetings. GBC offices may be used on a rotational basis for these meetings as necessary.
Partnership/ working group membership	Attendees are limited to Chief Executives (or equivalent), or their nominated substitute (where apologies given) of all 14 council's in Kent and Medway, the KCC Strategic Partnerships Team and invited guests.
Governance arrangements	Joint Kent Chiefs is currently chaired by the Chief Executive of Tunbridge Wells Borough Council. The Deputy Chair of Joint Kent Chiefs is currently the Chief Executive of Gravesham Borough Council, who will Chair the Board in the absence of the Chair. Joint Kent Chiefs meets on a weekly basis.
Financial reporting arrangements and timeframe for reporting	Joint Kent Chiefs does not have a specific budget per se; instead they oversee the budgets associated with county wide projects as necessary and take advice from the Kent Finance Officers Group (KFOG) as required.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Whilst there is no specific performance management for Joint Kent Chiefs, performance on key projects is overseen as required. As the LGR project progresses post-decision, there will be an increased focus on the implementation plan and achievement against this will be monitored through Joint Kent Chiefs.
Risk Assessment	The most significant risk to the council is not being part of this working arrangements and therefore not being aware if county-wide initiatives and projects which could impact on Gravesham.
Safeguarding Obligations	Whilst there are specific working groups to review the county-wide approach to both Adult and Child Safeguarding, Joint Kent Chiefs are kept abreast of any developments in this area as necessary.
Equalities Obligations	Throughout the work of Joint Kent Chiefs, consideration is given to ensuring the impact on equalities is monitored.

Climate Change Considerations	Whilst there is no specific impact on Climate Change, the meetings tend to be held virtually in order to reduce the need for travel across the County and therefore reducing emissions as a whole.		
Date Partnership Created / Approved by Cabinet	N/A	**Date Partnership Terminates (if applicable)**	N/A – following Local Government reorganisation the format of the group will be reviewed.

Name of Working Group	**Kent County Council. Delivery of Disabled Facility Grants via Town & Country Housing Group**
Responsible Officer	Mark Lees, Head of Community Protection Clare Reynolds, Private Sector Housing Manager
Lead Member(s)	Councillor Karina O'Malley, Lead Member for Housing Services
Statutory Status	Statutory. Contributing to the Mandatory Disabled Facility Grants which is a statutory requirement. Having a Housing Improvement Agency for delivery of the service is not statutory.
Aims and objectives of partnership	To make the Disabled Facility Grants delivery process a collective throughout Kent, by outsourcing the contract administration of the grant delivery process and enabling the local authority to oversee the works delivery and manage the budgetary role.
Expected outcomes	The outcome for the council is the Disabled Facility Grants process is mainly administered via a third party, freeing up inhouse resources to perform other duties required from the discretionary Disabled Facility Grants and Better Care Fund element of the policy. The outcome for the community is a streamlined, well run Disabled Facility Grants process.
Links to GBC Corporate Objectives	*#oneborough a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energized local economy.* The partnership meets the Corporate Plan by helping vulnerable residents whose property is in need of adaptation to feel safe in their own homes. Helping them to access their community. This partnership enables us to help cultivate the "protected living environment, that puts the health, safety and happiness of our residents first" which we strive for under our One Borough Corporate Plan objective
GBC Resources (financial, officer, assets etc.)	The council has 2 FTE Officers who assist with the Disabled Facility Grants process from referral to approval. Working alongside the contract administrators. The Officers deliver the element of the process required by the council along with other Officers when required. The Private Sector Housing Manger is required to review Disabled Facility Grants cases as well as approve or refuse cases, payments and works.
Partnership membership	Kent County Council, the contract procurers. The Disabled Facility Grants Contract Administrators Town & Country Housing Group. The Kent County Council Occupational Therapist Team and all Kent district/borough councils meet quarterly.
Governance arrangements	The partnership is procured and arranged via Kent County Council, a county wide approach.
Financial reporting arrangements and timeframe for reporting	The Disabled Facility Grant budget is monitored throughout the year, monthly reports are provided to inhouse managers and quarterly feedback to Management Team. The Disabled Facility Grant budget is allocated annually from Central Government to Kent County Council. Being a Two Tier authority, the budget is then "top sliced" of an agreed amount between Kent County Council and Social care, for local Social Care needs. The remaining budget passed on to the Local Authorities. The budget is then broken down by spend on each type of grant funded, i.e. mandatory grants, discretionary grants, hospital discharge/prevention, healthy homes delivery.

Performance monitoring arrangements and details of formal review of partnership arrangements.	Mandatory Disabled Facility Grants are monitored against the Performance Indicators set by Government standards. Inhouse indicators are set in accordance with grant approvals being approved within 20 days. The only performance indicator stipulated to be met by the Partner is following full approval all works, the works should be fully delivered and completed within 12 months. Any changes to the current partnership will be led by Kent County Council, unless the authority chooses to bring the service delivery inhouse.		
Risk Assessment	There is no immediate additional risk to the council as the contract is procured via Kent County Council. There is an initial risk of not being a part of the partnership. The authority would need to bring the Contract Administration delivery in-house, resulting in the requirement for numerous additional resources, procurement of contractors via a preferred framework and in-house surveyors.		
Safeguarding Obligations	The Council and Town & Country Housing Group work with both vulnerable adults and children. The partnership is in place to improve the lives of both children and adults by adapting the home to ensure safety, a high standard of living and keeping clients in their own home for as long as it is possible. Town & Country Housing Group have a protocol for safeguard reporting and if any doubt the matter would be raised with the Councils delivery team. Both delivery teams are aware of their safeguarding obligations and the processes in place.		
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 it is meeting people's needs.		
Climate Change Considerations	The operational way of working compliments the climate change considerations.		
Date Partnership Created / Approved by Cabinet	April 2015	**Date Partnership Terminates (if applicable)**	N/A

Name of Partnership	**Kent Environmental Health Managers**
Responsible Officer	Mark Lees – Head of Community Protection Emily Whittaker – Regulatory Services Manager
Lead Member(s)	Cllr Emma Morley – Portfolio Holder for Operational Services
Statutory Status	There is no requirement in Law to be members of a working group or partnership for Environmental Health, however it is considered to be best practice by a number of Government and non-Government bodies including the Chartered Institute of Environmental Health, the Food Standards Agency and DEFRA.
Aims and objectives of partnership	• To provide a strategic forum for Environmental Health Managers across Kent to share knowledge, best practice, and local intelligence on regulatory and public health issues. • To promote consistency in the interpretation and enforcement of environmental health legislation across Kent, supporting fairness for businesses and residents. • To enable collaboration on cross-boundary issues such as food safety, air quality, pollution control, and infectious disease responses. • To support joint working initiatives, including shared projects, pooled expertise, and coordinated responses to emerging risks and national priorities. • To provide a mechanism for engagement with regional and national bodies (e.g. FSA, DEFRA, UKHSA), ensuring local authorities are aligned with current guidance and policy developments. • To identify opportunities for efficiency, innovation, and service improvement through partnership working. • To offer peer support and professional networking opportunities for senior Environmental Health officers, particularly during Local Government Reorganisation. • To ensure resilience within services by sharing resources, learning from incidents, and supporting each other during periods of pressure or emergency response.
Expected outcomes	**For the Council:** • Improved consistency and quality in the delivery of Environmental Health services through shared approaches and good practice. • Enhanced officer knowledge and capability, supporting professional development and informed decision-making. • Stronger links with regional and national bodies, ensuring the council remains aligned with current guidance, policy, and regulatory expectations. **For the Community:** • More consistent and fair regulatory enforcement across Kent, providing clarity and confidence for businesses and residents. • Improved protection of public health through coordinated responses to issues such as food safety, pollution, and infectious disease. • Enhanced service quality driven by shared learning, innovation, and continuous improvement. • Better-informed and more responsive services that reflect both local intelligence and wider regional priorities.

Links to GBC Corporate Objectives	This partnership directly supports the **#oneborough** objective by strengthening the council's ability to protect and improve the local environment and public health. Through collaboration with Environmental Health Managers across Kent, the council benefits from shared intelligence, consistent regulatory approaches, and coordinated responses to issues such as food safety, pollution, air quality, and infectious disease.
GBC Resources (financial, officer, assets etc.)	One officer is required to attend a meeting 2-4 times per year. Each meeting is around 4 hours long. These meetings are generally held online. Some additional training days are held which would require an officer to travel to another local authority (usually Medway or Dartford). Gravesham may host meetings or training courses as part of its membership of the group. A financial contribution was made at the start of the partnership which covered the cost of training and shared resources. This financial resource has been used to provide free training opportunities to officers within EH teams across Kent.
Partnership/ working group membership	*Local Authorities represented in the Group as follows;* Medway Council Mid-Kent Partnership Ashford Borough Council Canterbury City Council Dartford Borough Council Dover District Council Folkestone & Hythe District Council Gravesham Borough Council Sevenoaks District Council Thanet District Council Tonbridge & Malling Borough Council
Governance arrangements	As this is a voluntary steering group, minimal governance arrangements are in place relating to terms of reference and frequency of meetings. Minutes are taken of 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
Financial reporting arrangements and timeframe for reporting	N/A
Performance monitoring arrangements and details of formal review of partnership arrangements.	• Recording attendance at meetings and any sub-groups. • Tracking participation levels (e.g. contributions, presentations, shared initiatives). • Monitoring delivery of planned agenda items, workstreams, or joint projects. • Maintaining a simple action log with progress updates against agreed actions. • Training events delivered and attendance recorded. • Capture examples of collaborative working (e.g. joint responses to incidents or regional issues). • An annual meeting is attended with a review of the years' work.

Risk Assessment	Membership of the Kent Environmental Health Managers Group does not present any significant risk to the Council. The group operates as an informal, voluntary professional network rather than a legally binding partnership or decision-making body. It does not enter into contracts, or make financial commitments on behalf of the Council. Participation is limited to officer attendance at periodic meetings and engagement in knowledge-sharing activities. Any actions, decisions, or policy changes arising from discussions within the group remain subject to each individual council's own governance, decision-making processes, and statutory responsibilities.		
Safeguarding Obligations	There are no safeguarding implications associated with this partnership as it operates as a strategic, officer-level forum focused on professional collaboration, knowledge sharing, and service improvement. The group does not deliver frontline services, have direct contact with children or vulnerable adults, or make decisions that impact individuals.		
Equalities Obligations	This partnership supports the Council's Equality Policy by promoting consistent, fair, and proportionate delivery of Environmental Health services across Kent. Through the sharing of best practice and alignment of regulatory approaches, the group helps ensure that decisions are informed, evidence-based, and applied equitably to all residents and businesses, regardless of background or protected characteristics. There are no known negative impacts in terms of the nine protected characteristics.		
Climate Change Considerations	The partnership itself has a minimal environmental impact, with meetings primarily held virtually, reducing travel-related emissions in line with the Council's commitment to reducing its carbon footprint and working towards net zero. Overall, the group strengthens the Council's ability to deliver effective environmental regulation.		
Date Partnership Created / Approved by Cabinet	Unknown	**Date Partnership Terminates (if applicable)**	N/A

Name of Working Group	**Kent Finance Officers Group (KFOG)**
Responsible Officer	Sarah Parfitt, Director (Corporate Services)
Lead Member(s)	Councillor John Burden, Leader of the Executive
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	The KFOG is an executive level group intended to build relationships and enable local government authorities operating in Kent to work collaboratively to share information and expertise, bring efficiencies to common areas of work and influence decisions for the benefit of Kent residents.
Expected outcomes	• Collaboration on issues that affect local government in Kent • Dissemination of knowledge, expertise and good practice.
Links to GBC Corporate Objectives	**#onecouncil** a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact.
GBC Resources (financial, officer, assets etc.)	There is no direct financial contribution by the council to the group. The council host meetings of the group on a rota basis. The Director (Corporate Services) attends bimonthly half-day meetings alongside biweekly meetings of the group to support countywide activity in relation to Local Government Reorganisation. Where the group undertakes projects or specific pieces of research, the Director (Corporate Services) and other officers within the Finance Team may attend sub-group meetings set up for these specific purposes.
Partnership/ working group membership	The KFOG is a forum for local authority Chief Finance Officers in Kent. KFOG has representation from all twelve Kent district authorities, Medway Council, Kent County Council, Kent & Medway Fire and Rescue Service and the office of the Police & Crime Commissioner.
Governance arrangements	KFOG has a Chair and Vice Chair with these positions held and rotated among the members of the group each year. Any sub-groups formed by KFOG will be for specific purposes. Formal agendas and minutes are produced for each meeting. As a group, KFOG will liaise with the Finance Lead of the Kent Chief Executives Group. Feedback to the council will be provided as appropriate through the Director (Corporate Services) to the Leader, Chief Executive, Management Team or Finance Team representatives
Financial reporting arrangements and timeframe for reporting	N/A
Performance monitoring arrangements and details of formal review of partnership arrangements.	Sub-groups formed by the KFOG will have a clear brief on the outputs/outcomes expected and report back to main KFOG meetings.
Risk Assessment	The partnership is not considered to present any risks to the council overall, rather it presents opportunities to collaborate, work with others and be aware of matters at other local authority bodies which could also be experienced by or impact on Gravesham.
Safeguarding Obligations	Safeguarding considerations may be identified through some projects undertaken by the group.
Equalities Obligations	Equalities considerations may be identified through some projects undertaken by the group.

Climate Change Considerations	Climate considerations may be identified through some projects undertaken by the group.		
Date Partnership Created / Approved by Cabinet	N/A	**Date Partnership Terminates (if applicable)**	N/A

Name of Working Group	**Kent Housing Group**
Responsible Officer	Andy Chequers, Interim Director (Social Housing)
Lead Member(s)	Councillor Karina O'Malley, Lead Member for Housing Services
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	**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. **Aim also includes:** 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. **Objectives:** 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	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	**#onecommunity** an active, engaged, and culturally enriched population, built on the foundations of an affordable and quality local housing offer.

GBC Resources (financial, officer, assets etc.)	**Financial**: There will be an annual membership subscription to cover the cost of employing the Kent Housing Group team 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 £3,731.18 per annum **Human Resources:** Director (Housing) or agreed substitute will attend all meetings as required. Various sub-officer group meetings will be attended by the most appropriate senior officer in Housing as required.
Partnership membership	Full Membership is open to all local authorities in Kent, all housing associations, to include subsidiaries of housing associations and arm's length management organisations with a presence in Kent and Medway and a significant interest in providing homes in the area. This is together with Kent County Council, Medway Council, and by invitation, other relevant housing related organisations who agree to pay the annual membership fee. Affiliated members would include Third Sector, Public Sector and Private Companies who are operating or based in Kent or the South East with a stake in Housing. Affiliated members will pay an agreed annual fee for this membership. Member organisations are expected to be represented by a senior officer (or nominated deputy) who must be able to contribute at a strategic level and be authorised to make commitments on behalf of their organisation. Representation could include Director, Regional Director, Chief Executive or Head of Service level.
Governance arrangements	The Chair alternates between Local Authority and Housing Association representatives where possible. The Chair or co-chairs of the Kent Housing Group will also chair the KHG Executive Board and will serve a period of two years from election. The Vice-Chair role will also be elected every two years and will alternate between Local Authorities and Housing Associations. 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. The purpose of the subgroups is to deliver the objectives and actions outlined within the Kent and Medway Housing Strategy, including ensuring the wider KHG is briefed on legislative changes
Financial reporting arrangements and timeframe for reporting	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.
Performance monitoring arrangements and details of formal review of partnership arrangements.	**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. **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. 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.

Performance monitoring arrangements and details of formal review of partnership arrangements. ***continued***	Elections will be held every two years at the full KHG Meeting in January with the Vice-Chair standing for Chair. All reporting will feedback ultimately to the Kent Forum.
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 Change Considerations	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

	Significant partnership	✓	Other partnership

Name of Working Group	**Kent & Medway Air Quality Partnership**
Responsible Officer	Mark Lees, Head of Community Protection Deborah Wilders, Environmental Protection Team Leader
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	The major aims and objectives of the Partnership are: • 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	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). 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. 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. 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) Opportunities to participate in external funding bids. Dissemination of knowledge and good practice.
Links to GBC Corporate Objectives	**#oneborough** a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.

GBC Resources (financial, officer, assets etc.)	Six days per year. No financial implications of the Partnership itself; however Gravesham currently pays towards the jointly procured contract for the data management of the continuous and passive monitoring in the Kent and Medway Air Quality Monitoring Network. The figures for the new data management contract jointly procured by Tunbridge Wells for the AQ Partnership for the 3 year +1 +1 +1 +1 (up to 7 years) which commenced on 01/04/26 are as follows: 2026-27 £5026.54 2027-28 £5026.54 2028-29 £5026.54 2029-30 £4942.58 2030-31 £5074.35 2031-32 £5210.08 3032-33 £5349.89 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.
Partnership membership	All local authorities in Kent, Environment Agency, Imperial College London, National Highways, Kent County Council, Kent Highways, KCC Public Health, UK Health Security Agency (UKHSA), Ricardo (data management contractor)
Governance arrangements	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 of 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.
Financial reporting arrangements and timeframe for reporting	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.
Performance monitoring arrangements and details of formal review of partnership arrangements.	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. The AQ Partnership has no anticipated end date. 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 the current three-year (plus 2 extension years) data management contract for their monitoring stations. The current contract ends in March 2026 and permission has been granted by Management Team for Gravesham to continue with the joint procurement of the contract to be procured and held by Swale from 01 April 2026. The proposal is for 3 years plus extensions of up to 4 years. The aims and objectives are currently under review to ensure they include the group's public health responsibilities.

Risk Assessment	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. It is however a statutory duty to have air quality monitoring data managed and collated and disseminated to the public. 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.		
Safeguarding Obligations	N/A		
Equalities Obligations	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 to busy main roads.		
Climate Change Considerations	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.		
Date Partnership Created / Approved by Cabinet	Partnership created in 1992	**Date Partnership Terminates (if applicable)**	N/A

Glossary of Terms

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.
Care Act 2014	The Care Act 2014 is the primary legislation in England that sets out how local authorities should provide and manage adult social care. It consolidated various older laws to create a fairer, consistent system focused on promoting individual wellbeing, preventing care needs, and protecting adults from abuse.
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.
Children and Social Work Act 2017	The Children and Social Work Act 2017 is UK legislation designed to improve support for looked-after children, safeguard child welfare, and reform social worker regulation

Term Used	Meaning
Choice Based Lettings Code of Guidance	Guidance provided by central Government to assist local authorities in offering a Choice-based Lettings Scheme
Civil Contingencies Act 2004	The Civil Contingencies Act 2004 is a foundational UK law that establishes a unified framework for emergency planning and response. It outlines local civil protection duties and provides the government with extraordinary powers to manage severe national or regional crises.
Climate Change Strategy & Delivery Plan	A comprehensive framework aiming for a net-zero borough by 2030. It outlines collaborative actions across the community—targeting energy efficiency, sustainable transport, and waste reduction—while overseen by the council's Climate Change Advisory Board.
Code of Practice	Written guidelines issued by the partnership to its members to help them comply with the standards expected of the partnership.
Community Safety Strategy	This strategy details how we are going to try and understand those issues that are impacting quality of life in our neighbourhoods and to drive forward our co-ordinated activity on tackling priorities at a much more local level.
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.
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.
DEFRA	Department for Environment, Food and Rural Affairs (DEFRA) – the UK government department responsible for policy and regulations on environmental, food and rural issues.
Disabled Facility Grants	A local council-funded grant available in England, Wales, and Northern Ireland to help pay for essential home adaptations to help disabled adults and children live safely and independently.
Emissions Inventory	An emission inventory is an account of the amount of pollutants discharged into the atmosphere within the area.
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 Act 2010	The foundational UK law that legally protects you from discrimination, harassment, and victimisation in the workplace and wider society. It consolidates over 116 pieces of previous legislation, such as the Sex Discrimination Act and Disability Discrimination Act, into a single, cohesive legal framework.
Equality Impact Assessment	A proactive tool used to analyse how a proposed policy, service, or decision will affect different groups of people. It ensures that initiatives are fair, do not inadvertently discriminate, and actively promote equality.

Term Used	Meaning
Equalities Policy	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.
FTE	Full-time Equivalent (FTE) – the number of full-time equivalent staff that are working in the partnership.
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
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, staring 1 July 2023.
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 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.
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.
Levelling Up and Regeneration Act 2023	Landmark UK legislation designed to reduce regional inequalities, speed up the planning system, empower local councils to revitalize their high streets, and hold developers accountable for timely housing construction.
Limited Liability Partnership (LLP)	A flexible business structure that combines the operational flexibility of a traditional partnership with the protection of limited liability for its members. It is a legally separate entity, meaning the business can own assets, sign contracts, and incur debts in its own name
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 Authority Housing Fund (LAHF)	A multi-billion pound capital grant program launched by the UK government in England to help councils acquire permanent housing. Its core goals are to provide good-quality temporary accommodation to prevent the use of expensive bed-and-breakfasts (B&Bs) for homeless families, and to provide safe homes for refugees under government resettlement schemes.

Term Used	Meaning
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 Reorganisation	The process of restructuring the administrative setup of local councils, primarily shifting from a two-tier system of county and district councils to a single-tier system of 'unitary' authorities.
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.
Local Resilience Forum (LRF)	A multi-agency partnership in the UK that coordinates emergency planning and response. Mandated by the Civil Contingencies Act 2004, it brings together emergency services, local authorities, and health bodies to prepare for and manage localized incidents and large-scale crises.
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.
Ministry of Housing, Communities and Local Government (MHCLG)	A central UK government department responsible for housing policy, planning, building safety, and empowering local authorities.
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.
National Landscapes	Formerly known as Areas of Outstanding Natural Beauty, these are some of the UK's most beautiful and culturally significant countrysides. Officially rebranded in late 2023, this designation protects the natural beauty, biodiversity, and heritage of 46 distinct regions across England, Wales, and Northern Ireland.
National Nature Reserve	A nationally important area designated to protect the most significant habitats, species, and geological formations. Established to function as "outdoor laboratories" for research and conservation, they are exemplary, carefully managed landscapes that allow people to experience wildlife and nature firsthand.
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.

Term Used	Meaning
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.
Not for Profit Service	An organisation that provides programs, support, or goods to benefit the public or its members rather than to generate wealth for owners. Instead of distributing excess income as profit, all money earned or donated is reinvested back into the service's core mission.
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.
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.
Quorum	The minimum number of members required to be present at a meeting for an organisation to officially conduct business or make legally binding votes. If a quorum is not present, the meeting is considered "inquorate" and any decisions made are invalid.
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).

Term Used	Meaning
Self-assessment Framework	A structured, step-by-step guide that allows individuals or organisations to evaluate their own performance, compliance, or competency against a specific set of standards. It acts as a benchmark, highlighting strengths and identifying areas requiring improvement.
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 shared service and sets out the governance arrangements fort the shared service.
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
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.
Theory of Change	A strategic planning and evaluation method that maps out how a specific intervention (like a project, programme, or policy) is expected to achieve its long-term goals
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.