



Corporate Register of Partnerships and Shared Working Arrangements January 2026

A summary of partnership and shared working arrangements
(Accessible Version)

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
6	Citizen Advice in North & West Kent (CANWK)	✓
9	Energy Saving Trust Advice Centre (ESTAC) (Careline Services)	
12	Gravesend Historical Society	
14	Gravesham Community Investment Partnership	✓
17	Gravesham Community Safety Partnership (CSP)	✓
22	Gravesham Gateway	✓
25	G-Safe Business Crime Reduction Initiative	✓
29	Henry Pinnock Charity	
32	Kent and Medway Environment Group (KMEG)	
34	Kent and Medway Resilience Forum (KMRF)	✓
38	Kent and Medway Safeguarding Adults Board	✓
42	Kent and Medway Sustainable Energy Partnership (KMSEP)	
45	Kent Connects	✓
48	Kent Downs National Landscape Partnership (formerly Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership)	✓
53	Kent Energy Efficiency Partnership (KEEP)	

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Page Ref.	Name of Partnership	Significant
56	Kent Equality Cohesion Council	
58	Kent Home Choice	✓
61	Kent 'No Use Empty' Initiative	
64	Kent Resource Partnership	
66	Kent Safeguarding Children's Multi-Agency Partnership	✓
70	Natural Nature Reserve	
73	Northfleet Pathways Place Partnership	
76	North West Kent Countryside Partnership	
79	Rough Sleeping Initiative	✓
83	South Thames Gateway Building Control Partnership (STG)	✓
86	Thames Defence Heritage	

Shared Working Arrangements

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

Page Ref.	Name of Partnership
90	Internal Audit & Counter Fraud Shared Service
93	Legal and Information Governance Shared Service
96	Licensing Shared Service
100	Managed Payroll Shared Service

Working Groups

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 Partnership
102	Kent County Council - Delivery of Disabled Facility Grants via Town & Country Housing Group
105	Kent Finance Officer's Group
107	Kent Housing Group
110	Kent & Medway Air Quality Partnership

Glossary of Terms (Page 113)

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.

Partnership Working Arrangements

Citizen Advice in North & West Kent (CANWK)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Anita Tysoe, Assistant Director Communities & Inclusive Growth	Councillor John Burden, Leader of the Executive	Non-statutory partnership	Current SLA runs from 2025-2028 (commenced in April 2016)	Significant

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 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.

Energy Saving Trust Advice Centre (ESTAC) (Careline Services)

Responsible Officer	S	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	Non-statutory partnership	September 2009	Other

Aims and objectives of partnership

Free and impartial advice to householders on behalf of the Energy Saving Trust. The partnership enables the following aims through energy efficiency work:

- Local grant scheme access including renewable energy;
- Government grant schemes;
- Promotion and referrals to Energy Company Obligation;
- Written energy advice for householders;
- Marketing services / Media relations;
- Strategic support to reduce fuel poverty both locally and nationally;
- Project & partnership development.

Enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Expected outcomes

To reduce fuel poverty as per the Home Energy Conservation Act 1995 (HECA) and reduce carbon emissions.

To work alongside the Kent Fuel Poverty Strategy and Fuel Poverty Strategy for England.

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)

Officer time to assist with aims listed above.

Partnership membership

Kent County Council (KCC) and all Kent district councils.

Governance arrangements

The governance arrangement as set out in the Business Plan and Housing Services Plan. To seek to provide suitable housing to meet the vulnerability needs within the borough. This will be through sign posting to The Department for Business, Energy & Industrial Strategy (BEIS) funded organisation. Advice and help will be provided to all residents when looking at energy matters, including fuel poverty, renewable and sustainable energy.

Financial reporting arrangements and timeframe for reporting

Reporting in the English Local Authority Statistics on Housing (ELASH, MHCLG), Home Energy Conservation Act 1995 (BEIS), Chartered Institute of Public Finance and Accountancy (CIPFA) and local performance indicators. Quarterly and annual reporting.

Performance monitoring arrangements and details of formal review of partnership arrangements

Performance reviewed annually with Kent Energy Efficiency Partnership and Gravesham Borough Council on own borough wide schemes.

Risk Assessment

Not a statutory duty but is recognised as being best practice by the Energy Saving Trust, BEIS and all the Kent Local Authorities including KCC. Not funding risks detriment to National Indicators and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.

Safeguarding Obligations

This partnership is intended to have a positive impact on the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Equalities Obligations

This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Climate Change Considerations

This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.

Gravesend Historical Society

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Virginie Whittaker, Tourism and Heritage Manager	Councillor Deborah Croxton, Lead Member for Community & Leisure	Non-statutory partnership	N/A	Other

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 membership

Gravesend Historical Society and Gravesend Borough Council

Governance arrangements

The governance arrangements for the partnership with GHS are set out in the 2024-25 Operational Agreement. The purpose of this operational agreement is to define the relationship between Gravesend 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.

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.

Gravesham Community Investment Partnership

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Tom Reynolds, Director (Environment)	Councillor Karina O'Malley, Lead Member for Housing Councillor Lenny Rolles and Councillor Alison Williams represent the council on the Board.	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).	Cabinet approval: 30 May 2022	Significant

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

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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 each 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.

Gravesham Community Safety Partnership (CSP)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kath Donald (Strategic Manager, Community Safety Unit)	Councillor John Burden, Leader of the Executive Councillor Shane Mochrie-Cox, Deputy Leader of the Council and Lead Member for Strategic Environment	Statutory Partnership	October 2020	Significant

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 vulnerable people 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

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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 2025-26 is £35,042.71.

A third of the Grant is automatically allocated to a 'tactical pot' by the PCC (£11,680.90), initial applications/business cases being therefore limited to £23,361.81. The tactical pot also closes for bids in December 2025.

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 will be chaired by the Cabinet Member for Community and Leisure from July 2025.

The Council's CSU's Strategic Manager undertakes the completion of a Strategic Assessment (audit of crime and disorder) each year (the completion of an Assessment being a statutory obligation for the CSP and prepares and completes a Community Safety Public Consultation process annually on behalf of the Partnership). Officer time is also spent in preparing regular performance monitoring reports and in reviewing (and revising if necessary) the Community Safety Strategy which underpins Partnership activity. The current Community Safety 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. This work also includes the completion of an annual Serious Violence Strategic Needs Assessment (in collaboration with the Kent and Medway Violence Reduction Unit) and a review of the Strategy each year..

Partnership membership

Statutory partners: Gravesham Borough Council; Kent County Council; Kent Police; Kent Fire and Rescue Service; Kent Probation; Kent and Medway NHS and the Office of the Kent Police and Crime Commissioner.

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 is comprised of the Director (Communities), the Chair of the CSP (Elected Member/Portfolio holder for Community Safety) and Council officers as appropriate. Other statutory partners may be invited/are welcome to attend the Executive Group meetings, in advance of CSP meetings to agree the Agenda, if a specific issue has arisen in respect of which the participation of a further statutory partner is deemed to be beneficial.

In terms of public accountability, the CSP's Community Safety Strategy (including outcomes of Public Consultation exercises) are made available on the Council's website. The work of the CSP is also reviewed several times each year by the Council's Crime and Disorder Scrutiny Committee.

Financial reporting arrangements and timeframe for reporting

Performance reports provided to the CSP detail how external funding e.g. Crime Reduction Grant (CRG), has been used and the outcomes of projects delivered. 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 if necessary to reflect these.

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 ensure 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 continue in future years or that the amount available might not be reduced. New arrangements and a move away from a District allocation is a potential risk to the ability of local CSUs to continue to deliver the range of projects/initiatives that have been fundamental in addressing the strategic community safety priorities at an operational level thus far. The pooling of resources across partner agencies (both staffing and finances) and taking full advantage of opportunities to bid for external funding are used to mitigate this risk.

Safeguarding Obligations

The work of the CSP makes a significant contribution to improving community safety across the Borough but also has strands of work that directly contribute to the Safeguarding agenda e.g. the Gravesham Vulnerability Panel (GVP) is a multi-agency operational sub-group of the CSP which accepts referrals from partner agencies of 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.

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.

Climate Change Considerations

The work of this Partnership does not have an impact on climate change at this time.

Greater South East Energy Hub

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	Non-statutory partnership	June 2021	Other

Aims and objectives of partnership

Funding assistance for Sustainable Warmth funding;

- Assistance with accessing Sustainable warmth funding
- Support to run the project
- Support with advertising
- Fully running the referral program

Expected outcomes

To reduce fuel poverty as per the Home Energy Conservation Act 1995 (HECA) and reduce carbon emissions.

To enable low income, vulnerable private households upgrade their insulation measures ensuring a warm and environmentally sound property.

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)

Officer time to assist with aims listed above.

Partnership membership

Most Kent district councils.

Governance arrangements

The governance arrangement as set out in the Business Plan and Housing Services Plan. To seek to provide suitable housing to meet the vulnerability needs within the borough. This will be through sign posting to The Department for Business, Energy & Industrial Strategy (BEIS) funded organisation. Advice and help will be provided to all residents when looking at energy matters, including fuel poverty, renewable and sustainable energy.

Financial reporting arrangements and timeframe for reporting

Reporting in the English Local Authority Statistics on Housing (ELASH, DLUCH), Home Energy Conservation Act 1995 (BEIS), Chartered Institute of Public Finance and Accountancy (CIPFA) and local performance indicators. Quarterly and annual reporting.

Performance monitoring arrangements and details of formal review of partnership arrangements

Performance reviewed monthly and quarterly with the Greater South East Energy Hub

Risk Assessment

Not a statutory duty but is recognised as being best practice by the Energy Saving Trust, BEIS and all the Kent Local Authorities including KCC. Not funding risks detriment to National Indicators and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.

Safeguarding Obligations

This partnership is intended to have a positive impact on the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Equalities Obligations

This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Climate Change Considerations

This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

The partnership contributes to GBC overall Climate Change ambitions and wider across the

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borough and Kent as a whole.

G-Safe Business Crime Reduction Initiative

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kath Donald (Strategic Manager, Community Safety Unit)	Councillor John Burden, Leader of the Executive Councillor Shane Mochrie-Cox, Deputy Leader of the Council and Lead Member for Strategic Environment	Non-statutory partnership.	As an independent entity, created June 2011.	Significant

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 a desk at the Civic Centre and allows Council meeting rooms to be used (subject to availability) for G-Safe meetings.

CSU officers attend and provide advice as appropriate to G-Safe Board 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.

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 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 and the latest audit has led to a successful re-accreditation overseen by the National Business Crime Centre.

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. Meetings are minuted and records 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 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 the 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 vulnerable people living in or visiting Gravesend town centre. In particular, registration of vulnerable people onto the Shop Safe Scheme e.g. people with dementia/mental health issues who may become confused or disorientated when out and about, allows them to be assisted by any G-Safe member premises who can access their details and contact a family member/carer. 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 Home Office funded Safe Space Initiative which is now well-established in Gravesend town centre.

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.

Henry Pinnock Charity

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	Non -statutory partnership. However, the partnership will assist the Council to deliver affordable housing.	July 2023	Other

Aims and objectives of partnership

To act as a delivery vehicle for the DLUHC programme of Local Authority Housing Fund, (LAHF), Round 2 and 3.

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 in the Housing Strategy & Development team 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 funding of purchases of housing. There is a time resource required for the payment of the DLUHC grant funding to Pinnocks.

Partnership membership

The partnership is at Officer level only.

Governance arrangements

The Council and Henry Pinnocks have a signed grant agreement for LAHF Round 2 which specifically covers the outputs of the DLUHC funding. A similar agreement would be used for DLUHC when funding is confirmed.

Management Team approval was sought for LAHF Round 2. There is no formal reporting process in place. Officers meet internally fortnightly however to discuss progress of the fund. The Housing Strategy & Enabling Lead liaises regularly with Henry Pinnocks.

Financial reporting arrangements and timeframe for reporting

When properties are completed the Director (Housing) authorises the payment of grant to Henry Pinnocks.

Financial Reporting to DLUHC is reported by Housing Strategy & Enabling Lead.

Performance monitoring arrangements and details of formal review of partnership arrangements

Performance monitoring is through the grant agreement and internally between Housing Strategy and GBC Lettings.

The partnership will only continue if LAHF Round 3 is confirmed by DLUHC.

Risk Assessment

The partnership only exists if LAHF Round 3 is confirmed. Financial risk is minimised by close monitoring of the scheme.

If the Council were not part of the partnership, then they may have to deliver LAHF Round 3 themselves and this would then depend on the Council having the resources to deliver the next round of funding.

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 ARAP and ACRS schemes for resettlement of Afghan households, these households might otherwise be marginalised.

Climate Change Considerations

Homes provided by Pinnocks on the open market may not be the most energy efficient but being managed by a charity for the long term will be slowly brought up to appropriate climate change/EPC targets for homes.

Should LAHF Round 3 go ahead, properties will be new build and therefore will be built to the most up to date energy efficiency targets.

Kent & Medway Environment Group (KMEG)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Sarah Parfitt, Director (Corporate Services)	Councillor John Burden, Leader of the Executive	Non-statutory	June 2020	Other

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 by 2030.

GBC Resources (financial, officer, assets etc)

Officer time attending meetings and directed to activities to deliver the aims and objectives of the Group.

Partnership membership

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.

Kent & Medway Resilience Forum (KMRF)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Adrian Hickmott, Head of Inclusive Growth	Councillor John Burden, Leader of the Executive	Non-statutory partnership	The Kent Resilience Forum was formed in 2014 and officially changed to the Kent and Medway Resilience Forum on 1 April 2024	Significant

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 £ 3,851 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 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
- NHS and Social Care Partnership Trust
- Maidstone and Tunbridge Wells NHS Trust
- Kent Community Health Care Trust
- East Kent Hospital University

Foundation Trust

- London Port Health Authority
- 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 2025 to 31 March 2026 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.

Kent and Medway Safeguarding Adults Board

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Jamie Izzard (Director of Communities and Inclusive Growth) Carly Theis (Lead Safeguarding Officer)	Councillor John Burden, Leader of the Executive and Safeguarding Champion	Statutory partnership (s.11-s.13 of the Children Act 2004).	Partnership added to this Register in 2022/2023.	Significant

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 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)
- Joint Exploitation Group (JEG) – this is a joint group with Medway's Safeguarding Children's partnership. It is also attended by Kent Safeguarding Children Multi-agency partnership representatives.

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 ensuring 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.

Kent & Medway Sustainable Energy Partnership (KMSEP)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	Non-statutory partnership	20.07.2012	Other

Aims and objectives of partnership

The KMSEP is an executive level group providing overall direction for the establishment of Energy Company Obligation (ECO) and Renewal and Sustainable energy for Kent and Medway.

Its overarching purpose is to work in partnership to:

- ensure residents and businesses get a clear and consistent message about what ECO is and the best options available to them;
- tackle fuel poverty by drawing in as much ECO and other funding to Kent as possible;
- support our local network of SMEs and take advantage of economic growth and opportunities in the sector; and
- Reduce carbon emissions in Kent & Medway.

The KMSEP will also work with advocacy groups such as Age UK, Citizens Advice Bureau, Home Improvement Agencies, Kent Fire & Rescue and PCTs in delivering aims from the Government's Fuel Poverty Strategy, also the Kent Climate Change Network.

Expected outcomes

To work towards the Government's targets under the Energy Act 2011 and the Climate Change Act 2008. Delivering at local level through the Kent Environment Strategy, Kent Energy and Low Emissions Strategy, Kent Fuel Poverty Strategy.

Links to GBC Corporate Objectives

#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)

Officer time to attend: Steering Group Meetings; Project Board Meetings; GBC Project

Delivery Group Meetings and Communications Meetings and any future procurement/bids. Engage and help deliver energy measures within the borough through the partnership working in the domestic sector.

Partnership membership

Gravesham Borough Council is a partner within the KMSEP. The partnership comprises public, private and voluntary sector bodies including representation from all local authorities in Kent and Medway, NHS, water companies, housing associations, business networks and communities.

Governance arrangements

The Partnership has agreed to work together on projects as detailed in its Memorandum of Understanding (MoU) agreement/Framework Service Agreement/Form of Service Contract.

To ensure consistency, the partnership's structure will mesh with the existing governance structures developed to deliver strategies such as the Kent Environment Strategy and Kent and Medway Housing Strategy. The partnership will therefore include members of the Kent Environment Champions Group and Kent Housing Group, ultimately reporting back to the Kent Forum.

A project board is set up to oversee the programme as a whole and enable key decision making. Key decisions will be made through the project board with consultation and ratification by the partnership group as a whole.

Any communications, minutes and agendas from the board will be circulated to all partnership members and comments will be sought prior to meetings. Through a transparent communication network, all stakeholders will have the opportunity to be involved and will be able to track the partnership's achievements.

Financial reporting arrangements and timeframe for reporting

Continuously, mini tendering for an ECO Financing Agreement which includes financing of ECO measures in homes within the GBC administrative area (Relevant Homes) through the Framework Agreement. Financial reporting will be worked through the Project Board in partnership with the appointed Kent Provider.

Performance monitoring arrangements and details of formal review of partnership arrangements

Twice yearly review of partnership and its delivery through the Project Board meetings.

Annual Steering Group meeting for the whole partnership co-ordination and delivery.

Where required extra meetings on important issues that arise.

All reporting will feedback ultimately to the Kent Forum.

Risk Assessment

Identify opportunities and drivers, such as relevant targets, new HECA requirements, ECO eligible households, business opportunities, skills gaps etc.

Without affecting any of its rights or remedies, either party to the Service Contract may terminate it with immediate effect by giving written notice to the other party.

Safeguarding Obligations

There is no impact anticipated with this partnership.

Equalities Obligations

This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Climate Change Considerations

This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.

Kent Connects

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
David Herrington (Head of Digital & IT)	Councillor John Burden, Leader of the Executive	Non-statutory partnership	Created: 2002	Significant

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 or 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.

Kent Downs National Landscape Partnership**(Formerly Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership)**

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Shazad Ghani, Head of Planning	Cllr Gavin Larkins, council representative on the 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:	Created: 14 July 1997	Significant

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.

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 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 follows 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.

Kent Energy Efficiency Partnership (KEEP)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	Non-statutory Partnership	Created: 1997	Other

Aims and objectives of partnership

Co-ordinating a range of initiatives to cut CO2 emissions, reduce fuel poverty and support delivery of government environmental targets via partnership working through all the Kent local authorities and the Energy Saving Trust Advice Centre (ESTAC).

Levy funding for Kent to encourage take up of sustainable energy measures and to eliminate fuel poverty.

Expected outcomes

To work towards the relevant government performance standards including the Home Energy Conservation Act 1995 (HECA).

To work alongside the Kent Fuel Poverty Strategy and Fuel Poverty Strategy for England.

Links to GBC Corporate Objectives**#oneborough**

a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.

GBC Resources (financial, officer, assets etc)

Officer time to attend and chair bi-monthly meetings and to engage in future schemes with other partners.

Manager time to attend training/conference days to acknowledge guidance in helping the government reach its targets under the Energy Act 2011 and the Climate Change Act 2008.

To help develop policies/strategies for GBC and Kent.

Partnership membership

All local authorities in Kent, including Kent County Council.

Governance arrangements

The governance arrangements for the partnership are set out in the group constitution. The purpose of the group is to improve the council's and private sector housing stock through energy efficiency measures to deliver aims, objectives and targets identified in The Department for Business, Energy & Industrial Strategy (BEIS) returns. The constitution sets out:

- Each local authority will have a representative from their local authority who will assist in delivering energy initiatives across Kent and their local area;
- Regular meetings including workshops to discuss current issues, share 'Best Practice', review progress of on-going projects and circulate case studies where necessary;
- Encouraging working partnerships between local authorities and other agencies in the public, private and voluntary sectors;
- Where appropriate, assist with securing funding and services for works and projects within the Region;
- Taking forward new local, regional and national initiatives on issues relating to the purpose of the partnership; and
- Annual nomination of Chair.

Financial reporting arrangements and timeframe for reporting

Reporting to the Chartered Institute of Public Finance and Accountancy (CIPFA) and The Department for Business, Energy & Industrial Strategy (BEIS) and through performance indicators.

Performance monitoring arrangements and details of formal review of partnership arrangements

Annual review of partnership Terms of Reference.

Risk Assessment

Delivery of energy efficiency initiatives in Gravesham and Kent wide could be at risk without a delivery vehicle such as this.

Not funding risks detriment to National Targets and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.

Safeguarding Obligations

There is no impact anticipated with this partnership.

Equalities Obligations

This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Climate Change Considerations

This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.

Kent Equality Cohesion Council

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Anita Tysoe, Assistant Director Communities & Inclusive Growth	Councillor John Burden, Leader of the Executive	Non-statutory partnership	Created: April 2017	Other

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 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.

Kent Home Choice

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Vicky May, Assistant Director (Social Housing)	Councillor Karina O'Malley, Lead Member for Housing Services	Statutory – The Homelessness Act 2002	Created: 2007	N/A

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.

Kent 'No Use Empty' Initiative

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	Non-statutory Partnership	Cabinet Committee approval – 15 September 2011	Other

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 free 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.

Kent Resource Partnership

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Stuart Alford – Assistant Director (Environment)	Cllr Emma Morley, Lead Member for Operational Services	Non-statutory partnership	Created: 12 March 2007	Other

Aims and objectives of partnership

The aim and objectives of the partnership are currently under review through a new county-wide strategy.

The aims of the partnership will be modelled on developing waste services to make them efficient and effective, increase recycling rates and participation, reduce residual waste, ensure compliance with Simpler Recycling legalisation, sharing of best practice and look at developing re-use schemes in a circular economy.

Expected outcomes

The expected outcomes of the partnership are:

- To strengthen co-operation and joint-working across the councils in the partnership; and
- An increased awareness across the county of waste and recycling service including waste minimisation.

Links to GBC Corporate Objectives

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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 membership

All local authorities in Kent.

Governance arrangements

The governance arrangements of the partnership are currently under review after the disbanding of the Members Board.

The future aim for the partnership is for it to report to the Kent Chief Executives Group.

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.

Kent Safeguarding Children's Multi-Agency Partnership

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Jamie Izzard (Director of Communities and Inclusive Growth) Carly Theis (Lead Safeguarding Officer)	Councillor John Burden, Leader of the Executive and Safeguarding Champion	Statutory Partnership (s.11-s.13 of the Children Act 2004)	KSCMP came into effect September 2020.	Significant

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

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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 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.

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 ensuring 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.

Natural Nature Reserve (NNR)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Virginie Whittaker – Head of Community Support James Young – Parks & Open Spaces Manager	Councillor Emma Morley, Lead Member for Operational Services	Non-statutory partnership	Affiliate Membership May 2025	Other

Aims and objectives of partnership

The purpose of affiliation is to recognise the contribution of non-declared land to the purposes of an 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 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 will attend 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 membership

Gravesham Borough Council, Woodland Trust, National Trust, West Kent Downs Countryside Trust, Natural England, Kent Downs National Landscape, 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.

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

Northfleet Pathways Place Partnership

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Jamie Izzard, Director (Communities and Inclusive Growth)	Councillor John Burden, Leader of the Executive	Non-Statutory	Created: February 2024 Terminates: 2025-26	Other

Aims and objectives of partnership-

The 'Northfleet Pathways' initiative, is being developed as a series of community-led projects by GBC, in dialogue with key stakeholders when and where required, that will transform vacant and underutilised spaces to deliver high impact outcomes for the local community – enhancing opportunities for young people, addressing inequality, enhancing skills development and pathways to employment. The Northfleet Pathways Place Partnership has been formed to bring all funding partners together during the initial phases of this initiative. This will include oversight of a joint programme of work & special projects to further develop and youth engagement, culture and the creative industries and SME growth as drivers for social and economic regeneration in Northfleet North.

Expected outcomes

- Re-purposed/refurbished buildings & infrastructure within Northfleet North eg. Northfleet Youth & Community Hub within old Coach House etc.
- Creative/Cultural Co-commissions for and with local young people.
- Co-commissions which address local challenges, such as health and wellbeing, and social cohesion between Northfleet and Ebbsfleet neighbourhoods, including Cable Wharf and Harbour Village.
- Capacity building, skills and training with community groups and residents in Northfleet which support business start-ups, including the creative sector.

Links to GBC Corporate Objectives

The partnership contributes to the following Corporate Plan objectives:

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a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy

- Vibrant Gravesend: with partners, secure a holistic programme of strategic regeneration and critical infrastructure that enhances quality of life, promotes civic pride, and acts as a catalyst for economic development.
-

#onecommunity

an active, engaged, and culturally enriched population, built on the foundations of an affordable and

- Community capital: strengthen Gravesham's social fabric with a targeted programme of events and consultative opportunities, delivered alongside a healthy and empowered community partnership network.

GBC Resources (financial, officer, assets etc)

Primarily Senior Officer resource only – Business as Usual and part of day-to-day work.

There is a £20k per annum per partner contribution over 3 years (funded via external sources. For GBC - eg. UKSPF, Future Northfleet funding etc.

Partnership membership

Gravesham Borough Council, Ebbsfleet Development Corporate and Creative Estuary

Governance arrangements

A Memorandum of Understanding (MOU) is in place across the Place Partnership with working groups for specific project elements reporting to the main partnership group if required.

Formal minutes are distributed on Teams to the group members of the Place Partnership. Admin support to be provided by all partners as and when needed.

Financial reporting arrangements and timeframe for reporting

A regular update is provided to the Place Partnership group on spend linked to agreed funding arrangements up to 2025/26. Specifically for GBC, regular budget monitoring checks are in place linked to internal budgets for special projects.

Performance monitoring arrangements and details of formal review of partnership arrangements

Regular monthly steering group meetings are in place with summary reporting with all partners to keep the partnership under review.

Risk Assessment

There is no direct risk as the majority of work is in collaboration with existing partners on projects which are for a set time.

It is important the council is involved in this partnership as without GBC support the related work is likely to not have the same local buy-in (eg. Big Conversation etc) and would have less reach/impact due to a reduction in overall joint funding.

For individual projects linked to the partnership project risk logs will be in place – eg. Northfleet Station Project Steering Group.

Safeguarding Obligations

Positive interaction via creative project work/programmes, as well as potential improvement to buildings/infrastructure within the area that can be used for further intervention work.

Each organisation will use their own safeguarding procedures where required as and when delivering specific activity.

Equalities Obligations

N/A

Climate Change Considerations

Potential repurposed use of existing buildings with updated energy efficient M&E installation works.

North West Kent Countryside Partnership

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Jamie Izzard, Director (Communities)	Councillor Deborah Croxton, Lead Member for Community & Leisure	Non Statutory	Created: 1984	Other

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 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.

Rough Sleeping Initiative

Including: Serveco, North Kent Mind, Methodist Church Daytime Hub, Gravesham Sanctuary, Castlemoore, Kent Police.

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	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.	Created: January 2019	Significant

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.

Expected outcomes

Ensuring that rough sleepers in Gravesham willing to engage, are provided with meaningful housing options and their health and wellbeing issues are addressed by the appropriate agency.

Links to GBC Corporate Objectives

#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 DLUCH 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.
- Longferry Court: Allowing Gravesham Sanctuary to utilize the space to allow for rough sleepers, homeless vulnerable clients a safe space to receive support by the rough sleeping team

Partnership membership

Serveco, North Kent Mind, Gravesham Sanctuary, Castlemoore

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 to sleep overnight during the colder months of the year. 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, Gravesham Sanctuary will immediately alert the council or other relevant agencies. All incidents are recorded and reviewed by the pastoral committee which are available to the relevant agencies on request.

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.

South Thames Gateway Building Control Partnership (STG)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Tom Reynolds, Director (Environment)	Councillor John Burden, Leader of the Executive Sub: Cllr Croxton (Chair of Planning Committee)	Non-statutory partnership – that delivers a statutory function on behalf of the Council	Created: 2007 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

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 2025-28 and associated Delivery Plan. (Agreed by Cabinet February 2025)

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 2024/2025 is £113,244. STG's Business Plan 2025-2028, was approved at Cabinet on 24 February 2025. Decision No: 08/C/2025.

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 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.

Monitoring reports, both performance and financial, are put before the Joint Committee on a quarterly basis.

STG's Business Plan 2025-2028, was approved at Cabinet on 24 February 2025. Decision No: 08/C/2025 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.

Thames Defence Heritage

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates	Significant/ Other Partnership
Adrian Hickmott, Head of Inclusive Growth	Councillor Debrah Croxton, Lead Member for Community & Leisure	Non-statutory partnership	Created: Early 1970's	Other

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

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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 2024-25 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.

Shared Working Arrangements

Internal Audit & Counter Fraud Shared Service

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Sarah Parfitt, Director (Corporate Services)	Councillor Ravinder Atwal, Lead Member for Performance & Administration	Local authorities statutorily required to have internal audit.	1 June 2015: Cabinet approval given for the partnership to become a full shared service. 1 March 2016: Shared Service launched.

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 2024, 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

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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 2025-26 as approximately £258,060.

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.

Legal and Information Governance Shared Service

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Sarah Parfitt, Director (Corporate Services)	Legal Services - Councillor John Burden, Leader of the Executive Information Governance – Councillor Rajinder Atwal, Lead Member for Performance & Administration	Non-statutory partnership	Created: April 2017

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

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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 percentage contributions.

Partnership membership

Gravesham Borough Council and Medway Council

Governance arrangements

A legal agreement is in place for the Shared Service which sets out:

- 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.

In respect of the Shared Legal Service the costs of the shared service are based on the percentage of time the team spend on GBC matters supported by the information contained in the monthly management reports.

For the Information Governance shared service GBC pay 43% of the salary of IG officer, 67% salary of a senior IG officer and 41% of Head of Information Governance post.. The council has access to the whole team and is not impacted by the staff on annual leave or sickness.

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.

Licensing Shared Service

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Mark Lees, Head of Community Protection Emily Lane-Blackwell, Licensing Manager	Councillor Emma Morley, Lead Member for Operational Services	Non-statutory partnership. Both councils have a statutory duty in terms of the Licensing function and as such, both partner authorities will retain their decision-making powers relating to licensing matters through the existing committees, Cabinet and full Council just as they do currently. It is only the day-to-day administration and enforcement work of the Licensing teams that will be shared.	Created: 01 January 2019

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

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a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.

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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. The Medway Council staff were TUPE transferred to GBC on 01 January 2019.

Partnership 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.

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 form 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. Both councils are 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 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.

Managed Payroll Shared Service

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Pat Knight, Assistant Director (Corporate Services)	Councillor John Burden, Leader of the Executive	Non-statutory arrangement, albeit the services provided through the partnership are statutorily required in terms of provision of contractual pay and reporting requirements.	Created: April 2017

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 2025/26 as c. £71,000.

Approximately 20% of HR Officers' time is spent providing starter, leaver, changes and sickness absence information to ensure correct payments are made.

Assistant Director (Corporate Services) 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 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 Assistant Director (Corporate Services) meet on a quarterly basis with Medway Council personnel to discuss any issues / concerns with the service.

The latest Service Level Agreement for 2025-26 has been received and is due to be finalised at the next quarterly meeting to ensure that we are still on track to review the SLA at this time.

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.

Safeguarding Obligations

There are no specific safeguarding obligations as part of this shared service.

Equalities Obligations

The provision of the Payroll Service across both sites is provided to all GBC employees. There are no direct links between the provision of this service and delivery of the council's equalities objectives.

Climate Change Considerations

The primary purpose of the shared service is to provide payroll services across Medway and Gravesham and as such, the impact on the council's Climate Change obligations is minimal.

Working Group Arrangements

Kent County Council. Delivery of Disabled Facility Grants via Town & Country Housing Group

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Kenan Dogan, Head of Housing Solutions	Councillor Karina O'Malley, Lead Member for Housing Services	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.	Created: April 2015

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 Manager 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.

Kent Finance Officers Group (KFOG)

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Sarah Parfitt, Director (Corporate Services)	Councillor John Burden, Leader of the Executive	Non-statutory partnership	N/A

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.

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 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.

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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.

Kent Housing Group

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Vicky May, Assistant Director (Social Housing)	Councillor Karina O'Malley, Lead Member for Housing Services	Statutory – The Housing Act 1985, Local Government and Housing Act 1989, Landlord and Tenant Act 1985 and The Localism Act.	April 2008

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) 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 Partnership Manager(s) and/or other activities and initiatives agreed by the Group. The administration of the KHG finance will be managed by a KHG member organisation, agreed by the group. The current agreed sum due is £3,500 per member organisation per annum, KCC will pay £8,000 per annum.

Human Resources: Director (Housing) or Service Manager for Housing Options attends three times a year Kent Housing Group meetings.

Various sub-officer group meetings to be attended by the Housing Options Manager, and the Private Sector Housing Manager

Partnership membership

The Kent Housing Group (KHG) is a forum for social housing organisations in Kent. KHG has representation from all twelve Kent local authorities, Medway Council, over sixteen housing associations and Kent County Council. KHG also has affiliated representation from the Homes and Communities Agency and when required other partner agencies.

Governance arrangements

KHG has a Chair and Vice Chair, these two positions are held and rotated by a local authority Head of Housing and a Senior Housing representative from a Housing Association, the posts are held for period of two years. The KHG is also supported by two Partnership Managers, who work with the Chair and KHG members to ensure that objectives are set and achieved.

The Kent Housing Group also has a number of sub groups and task and finish groups, with representation at a number of levels from a number of organisations that report back to it every quarter. Each of the sub groups has a KHG Executive Board Member as mentor to assist the group with work plans and outcome. Each sub group has an elected Chair and Vice Chair and an agreed Terms of Reference.

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.

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.

Kent & Medway Air Quality Partnership

Responsible Officer	Lead Member(s)	Statutory Status	Date created / terminates
Mark Lees, Head of Community Protection Deborah Wilders, Environmental Protection Team Leader	Councillor Emma Morley, Lead Member for Operational Services	Non-statutory Partnership (Department for the Environment, Food and Rural Affairs (DEFRA) recognised good practice)	Created: 1992

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

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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 £3355 +VAT per annum as part of the jointly procured contract for the data management of the continuous and passive monitoring in the Kent and Medway Air Quality Monitoring Network.

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.

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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.

Glossary of Terms

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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 organisation's activities over the past year, intended to give shareholders and other interested people information about the organisation's activities and financial performance.
Association of Business Crime Partnerships (ABCP)	The National Association of Business Crime Partnerships [NABCP] is the umbrella body representing business crime partnerships at a national level. It seeks to promote the concept of BCRPs to local and national government and to increase the collective effectiveness of the hundreds of schemes across the country by lobbying for greater resources and influence.
ASB	Anti-social Behaviour
Best Practice	A working method or set of working methods that is officially accepted as being the best to use in a particular business or industry.
Business Continuity Plan	A plan that sets out how an organisation will respond and manage business disruption in case of unforeseen events.
Business Plan	A business plan is a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals.
CCG	Clinical Commissioning Group (CCG) is the local statutory body responsible for the commissioning of certain clinical health services for patients registered with local GPs. Locally, the CCG is responsible across the Dartford, Gravesend and Swanley areas.
CCTV	Closed-circuit television (CCTV) is the use of video cameras to transmit a signal to a specific place, on a limited set of monitors; it is not openly transmitted
Children Act 2004	The Children Act 2004 (c 31) is an Act of the Parliament of the United Kingdom. It is the basis for most official administration considered helpful to children, notably bringing all local government functions of children's welfare and education under the statutory authority of local Directors of Children's Services.
CIPFA	The Chartered Institute of Public Finance and Accountancy (CIPFA) - the professional body for people in public finance.
Choice Based Lettings Code of Guidance	Guidance provided by central Government to assist local authorities in offering a Choice-based Lettings Scheme
Climate Change Act 2008	The Climate Change Act 2008 is a United Kingdom Act of Parliament which aims to enable the United Kingdom to become a low-carbon economy and gives ministers powers to introduce the measures necessary to achieve a range of greenhouse gas reduction targets.

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Term Used	Meaning
Code of Practice	Written guidelines issued by the partnership to its members to help them comply with the standards expected of the partnership.
Constitution	A document which sets out the fundamental rules governing the conduct of the partnership. It may also include details of the concept and structure of the partnership.
Corporate Plan	A document which sets out Gravesham Borough Council's corporate priorities for a period of years and provides details of the actions to be undertaken towards achieving those objectives.
Crime Reduction Grant	A grant provided by the Kent Police and Crime Commissioner to local councils' Community Safety Partnerships (CSPs) and other groups.
CSU	Community Safety Unit – officers employed by Gravesham Borough Council to provide a community safety service.
Department for Business, Energy & Industrial Strategy (BEIS)	Department for Business, Energy and Industrial Strategy - the UK Government department responsible for business, industrial strategy, science, innovation, energy, and climate change
DEFRA	Department for Environment, Food and Rural Affairs (DEFRA) – the UK government department responsible for policy and regulations on environmental, food and rural issues.
DLUCH	Department for Levelling Up, Communities and Housing (DLUCH) - the UK government department responsible for
Emissions Inventory	An emission inventory is an account of the amount of pollutants discharged into the atmosphere within the area.
Energy Act 2011	The Energy Act 2011 is a United Kingdom Act of Parliament setting out three key principles: tackling barriers to investment in energy efficiency; enhancing energy security; and enabling investment in low carbon energy supplies.
Energy Saving Trust	The Energy Saving Trust is the UK's leading impartial organisation helping people save energy and reduces carbon emissions by providing free, impartial advice and information to help people across the UK to find the best ways to save energy, conserve water and reduce waste.
Energy Company Obligation	The Energy Company Obligation (ECO) is a government energy efficiency scheme in Great Britain to help reduce carbon emissions and tackle fuel poverty.
English Local Authority Statistics on Housing (ELASH)	English Local Authority Statistics on Housing - data collected on an annual basis by central Government to monitor the nation housing situation.
Environment Act 1995	The Environment Act 1995 is a United Kingdom Act of Parliament which created a number of new agencies and set new standards for environmental management.
Equality Policy (February 2021)	Gravesham Borough Council's policy which sets out the council's commitment to developing opportunities for inclusion and cohesion so that everyone feels they can contribute and participate in the social, cultural and economic life of the Borough.
Form of Service Contract	A form contract is a legal agreement between two or more parties that contains non-negotiated and pre-written terms that govern their relationship.

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Term Used	Meaning
Framework Service Agreement	Framework agreements are 'umbrella' agreements which provide standard terms and conditions for goods or services requested,
FTE	Full-time Equivalent (FTE) – the number of full-time equivalent staff that are working in the partnership.
Fuel Poverty Strategy for England.	The national strategy, updated in February 2021, designed to ensure that people in fuel poverty have access to affordable, low-carbon warmth. Full Strategy title - Sustainable warmth: protecting vulnerable households in England
Home Energy Conservation Act 1995 (HECA)	An Act to make provision for the drawing up of local energy conservation reports in relation to residential accommodation, placing a duty on local authorities to complete this for council housing stock.
Homelessness Act 2002	An Act to make further provision about the functions of local housing authorities relating to homelessness and the allocation of housing accommodation.
Homelessness Reduction Act 2017	The Housing Act 1985 is a British Act of Parliament. The act introduced laws relating to the succession of Council Houses. It also facilitated the transfer of council housing to not-for-profit housing associations
Home Office	The Homes Office is the lead government department for immigration, passports, counter-terrorism, policing, drugs and crime.
Housing Act 1985	The Housing Act 1985 is a British Act of Parliament. The act introduced laws relating to the succession of Council Houses. It also facilitated the transfer of council housing to not-for-profit housing associations
Huume	Huume Ltd is a company who provides the HomeChoice software system for authorities cross Kent, starting 1 July 2023.
ICT	Information Communications Technology (ICT).
Joint Committee	A committee made up of representatives from all partners involved in an arrangement.
Kent Environment Strategy (KES)	The Kent Environment Strategy provides a strategic framework for closer cross-sector partnership working between environment, health and economic agendas.
Kent Fuel Poverty Strategy	The Strategy is aimed to help those vulnerable people in Kent out of fuel poverty and into affordable warmth. Full Strategy title - <i>Delivering Affordable Warmth – A Fuel Poverty Strategy for Kent</i>
Kent and Medway Energy and Low Emissions Strategy (ELES)	The strategy sets out how Medway Council and the Kent district councils, will respond to the UK climate emergency and drive clean, resilient economic recovery across the county.
Landlord and Tenant Act 1985	The Landlord and Tenant Act 1985 (c 70) is a UK Act of Parliament on English land law. It sets bare minimum standards in tenants' rights against their landlords.
Local Air Quality Management (LAQM)	The LAQM process places an obligation on all local authorities to regularly review and assess air quality in their areas.
Local Government Act 1972	An Act of Parliament in the United Kingdom that makes provision with respect to local government and the functions of local authorities in England and Wales.

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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.
Localism Act 2011	An Act to make provision about the functions and procedures of local and certain other authorities; to enable the recovery of financial sanctions imposed by the Court of Justice of the European Union on the United Kingdom from local and public authorities; to make provision about local government finance; to make provision about town and country planning, the Community Infrastructure Levy and the authorisation of nationally significant infrastructure projects; to make provision about social and other housing; and for other connected purposes.
Locata	Locata is a company set up to work with all the partners and matches people to homes. It uses a choice-based lettings scheme which means it will not be the council or housing association who find and allocate you a home.
Management Plan	A management plan is a document that outlines how a management team will direct resources to achieve objectives
Memorandum of Understanding (MOU)	A written document describing the roles and responsibilities of two (or more) parties on a particular venture. An MOU is less formal than a contract, but is often signed by the parties involved to indicate their agreement to the principles contained in the MOU. A MOU is sometimes a precursor to a formal agreement.
National Air Quality Strategy	The National Air Quality Strategy (NAQS) was established as part of the UK Government's 1995 Strategic Policy for Air Quality Management. It uses health based standards as a framework to control the levels of seven designated air pollutants of seven air pollutants that are known to have adverse health effects.
Natural England	Natural England is an executive non-departmental public body, sponsored by the Department for Environment, Food & Rural Affairs. Their role is to advise the government on the natural environment in England.
New Homes Bonus	The "New Homes Bonus" is a Government scheme which is aimed at encouraging local authorities to grant planning permissions for the building of new houses, in return for additional revenue.
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.

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Term Used	Meaning
Project Board	The project board, also known as the project steering committee, is responsible for ensuring that the project is properly managed
Public Service Network (PSN)	The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.
Radionet	A system of radio stations operating with each other in order to ensure fast communication across a wide ranging area
Registered Providers/registered Social Landlords	Registered Social Landlords (RSL) are government-funded not-for-profit organisations that provide affordable housing. They include housing associations, trusts and cooperatives. They work with local authorities to provide homes for people meeting the affordable homes criteria. As well as developing land and building homes, RSLs undertake a landlord function by maintaining properties and collecting rent.
RICs	Royal Institution of Chartered Surveyors – the leading professional body for qualifications and standards in land, property, infrastructure and construction.
Risk Register	A risk register is a table of project risks that allows you to track each identified risk and any vital information about it.
S151 Responsibilities	These are the statutory responsibilities that are designated to the council's Chief Financial Officer, as defined by the Chartered Institute of Public Finance and Accountancy (CIPFA).
Service Level Agreement (SLA)	A document which is agreed between the partners and records a common understanding about services, priorities and responsibilities and clearly defines the "level of service" expected through targets etc.
Shared Service Agreement	This is a document which is signed by those authorities participating in a shared service and sets out the governance arrangements for the shared service.
Shared Working Arrangement	Arrangements put in place to jointly deliver services across one or more local authorities.
Significant Partnership	A partnership for which there is a council resource provision of £50,000 or greater or one that is fundamental to the delivery of a corporate objective as established within the council's Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council's key corporate goals would not occur. This will also include those partnerships that have been established to deliver legal or statutory requirements on behalf of the council.
Smart Cities Kent & Medway	A project to make Kent and Medway 'Smart Cities'; is a place where traditional networks and services are made more efficient with the use of digital solutions for the benefit of its inhabitants and business
SMEs	Small and Medium Enterprise – a small or medium sized independent business that is managed by its owner or part-owners and has a small market share.
Strategic Assessment	Under the Police and Justice Act (2006), Crime and Disorder Reduction Partnerships (CDRP) are required to produce an annual strategic assessment which identifies the priorities they will tackle over the next 3 years.
Steering Group	A steering group is a group of senior officers/partners who oversee the delivery of a project or partnership initiative.

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Term Used	Meaning
Terms of Reference	A document which describes the purpose and structure of a partnership along with basis for making future decisions and for confirming or developing a common understanding of the scope among stakeholders.
TUPE	Transfer of Undertakings (Protection of Employment) Regulations – the United Kingdom's implementation of the European Union Business Transfers Directive, protecting employees whose business is being transferred to another business.