



GRAVESHAM BOROUGH COUNCIL

Corporate Register of Partnerships and Shared Working Arrangements

December 2019

A summary of partnership and shared working
arrangements

Gravesham Borough Council Register of Partnerships and Shared Working Arrangements – December 2019

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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 one or more 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 £10,000 or greater or one that is fundamental to the delivery of a corporate objective within the council’s Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council’s key corporate goals would not occur.”

The council is currently involved in the following partnerships:

Page Ref.	Name of Partnership	Significant
3	Altogether Safer – Reducing Violence Against Women & Girls (VAWG)	
5	CCTV Partnership	<input type="checkbox"/>
7	Dartford and Gravesham Community Safety Partnership	<input type="checkbox"/>
10	GO TRADE	<input type="checkbox"/>
12	Gravesham Arts Council	
14	Gravesham Gateway	<input type="checkbox"/>
16	G-Safe	<input type="checkbox"/>
18	Thames Defence Heritage	

Glossary of Terms (Page 20)

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.

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Name of Partnership	Altogether Safer – Reducing Violence Against Women & Girls (VAWG)
Responsible Officer	Kath Donald (Strategic Manager, Community Safety Unit)
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Non-statutory partnership.
Aims and objectives of partnership	To deliver a multi-agency project (Altogether Safer) over three years to reduce different forms of violence against women and girls through: improved access to and provision of services to support victims; increasing the percentage of victims willing to support a prosecution; preventative work with boys and young men; and, raising awareness of and improving access to services by victims from BAME communities and hard to reach groups.
Expected outcomes	<p>Delivery of an ‘out of hours’ Police Station-based Independent Domestic Violence Advisor Service will fill a gap in existing services and make support available at critical times. This should reduce the level of repeat victimisation and result in an increase in the local rate for the prosecution of offenders of VAWG.</p> <p>Group work and 1:1 support for boys and young men aged 11-18 years will effect a change in behaviour that will reduce the potential for them to offend/reoffend in terms of VAWG.</p> <p>Work with BAME communities and hard to reach groups will help to break down barriers that may be preventing some victims from seeking the help and assistance they need.</p>
Links to GBC Corporate Objectives	<p>Corporate Objective #1 People</p> <ul style="list-style-type: none"> • Creating stronger neighbourhoods • Safeguarding and putting our residents first <p>Corporate Objective #2 Place</p> <ul style="list-style-type: none"> • Develop a cohesive and resilient community
GBC Resources (financial, officer, assets etc)	<p>The Council is the lead partner agency coordinating and overseeing the delivery of the project and its financial management. The CSU’s Strategic Manager quarterly financial monitoring reports and detailed mid-year and year-end progress reports to the Home Office and has responsibility for ensuring the project is delivered in accordance with the project’s details submitted in the original application for funding to the Home Office Transformation Fund.</p> <p>Regular meetings of the Altogether Safer Project Delivery Group are organised by the CSU and attended by Strategic Manager (chair) and administration is completed by the CSU Administrator. Bi-monthly progress reports are provided via the CSU to the North Kent Domestic Abuse Forum and on a quarterly basis to the Dartford and Gravesham Community Safety Partnership.</p> <p>The Project is being funded almost in its entirety over three years with a Home Office grant of £229,000. This is paid in arrears and the Council is forward-funding the initiative. Meetings of the Project Delivery Group are hosted at the Council’s Civic Centre.</p>
Partnership membership	<p>Gravesham Borough Council Kent Police Choices (formerly North Kent Women’s Aid) Kent Equality Cohesion Council Rethink Mental Illness (locally Rethink Sahayak) Dartford Borough Council</p>
Governance arrangements	Separate Service Level Agreements are in place between the Council and Choices, KECC and Rethink Mental Illness whilst a Grant Agreement is in place between the Council and the Home Office.

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Financial reporting arrangements and timeframe for reporting	<p>A separate Cost Centre has been created for the Project and financial reporting systems have been agreed with partners.</p> <p>Financial and progress reports are provided to the Home Office quarterly in accordance with the Grant Agreement.</p> <p>Partners are asked to provide regular reports throughout the year of expenditure to the CSU and via the Project Delivery Group (process for reporting is included in the Project's Delivery Plan).</p>		
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Performance monitoring currently takes place on a bi-monthly basis through the meetings of the Project Delivery Group. The different strands of the project have clear and agreed targets against which progress is assessed.</p> <p>Progress reports on the project are also provided (by the CSU) to the Dartford and Gravesham CSP and to the North Kent Domestic Abuse Forum. An annual report is prepared at the end of each financial year.</p>		
Risk Assessment	<p>The partnership does not present a risk to the Council; the partnership has provided an opportunity for key partners to deliver work that makes a significant contribution to both the Council's own and the CSP's objectives that would not have been possible without this externally provided funding.</p> <p>The Council is forward-funding the project and claiming expenditure back from the Home Office in arrears. Late announcement by the Home Office of successful bids (caused by the General Election) meant a delay in the start date of the project in Year One; however, a full spend was still achieved and reclaimed in 2017-18, in 2018-19 and full expenditure and delivery of all activities is expected for 2019-20.</p>		
Safeguarding Obligations	<p>This partnership makes a significant contribution to both vulnerable adult victims of domestic abuse and the children within their households by ensuring victims have access to services without delay, through preventative work with boys and young men and by increasing awareness of assistance available and how to access it amongst our BAME communities. As such it supports the Council wider Safeguarding agenda. Agencies involved in the delivery of the project are experts within their field and work directly alongside Kent Police in all dealings with victims and their families.</p>		
Date Partnership Created / Approved by Cabinet	Created August 2017.	Date Partnership Terminates (if applicable)	March 2020.

Significant partnership

Other partnership

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Name of Partnership	CCTV Services Partnership
Responsible Officer	Simon Hookway (Assistant Director, Communities) Kath Donald (Strategic Manager, Community Safety Unit)
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Non-statutory Partnership, however, the partnership was established exercising powers under the Local Government Act 1972, Local Government Act 2000 and Localism Act 2011.
Aims and objectives of partnership	The aim of the Partnership is to provide benefit from a partnership arrangement between Gravesham, Medway, Maidstone and Swale to operate CCTV across those areas. The CCTV Partnership operates as a distinct function of Medway Commercial Group (MCG) - a Local Authority Trading Company (LATC).
Expected outcomes	Continuing improvements to the effectiveness and resilience of the CCTV service thereby making a positive contribution to deterring and preventing crime and anti-social behaviour (ASB) as well as providing greater reassurance to residents, visitors to the borough and local business and retail partners. Benefits relate chiefly to economies of scale in the procurement of equipment and services and potentially some additional small savings if new business is generated by Medway Commercial Group.
Links to GBC Corporate Objectives	Corporate Objective #1 People <ul style="list-style-type: none"> • Create stronger neighbourhoods • Enforce high regulatory standards • Create clean, welcoming neighbourhoods and parks, and an attractive town centre • Safeguard residents and putting our customers first Corporate Objective #2 Place <ul style="list-style-type: none"> • Enhance the vibrancy of the Gravesham economy by ensuring a safe and welcoming town centre for the night time economy.
GBC Resources (financial, officer, assets etc)	Each participating authority pays an annual revenue cost taking into account the number of cameras held by that authority, maintenance and staffing. In 2018-19, Gravesham's revenue cost contribution was £144,800. Each participating authority maintains ownership of its cameras and technical equipment. Gravesham currently has 52 permanent cameras, 3 mobile camera units with ANPR capacity and 5 rapid deployment mobile cameras. Assistant Director (Communities) serves on the Partnership Board (meeting quarterly), taking decisions on behalf of GBC (in consultation with the Lead Member, as necessary). Strategic Manager (Community Safety) acts as a substitute on the Partnership Board if necessary, attends Operational Management meetings as required and oversees operational matters e.g. deployment of mobile CCTV cameras.
Partnership membership	Gravesham Borough Council, Medway Council, Swale Borough Council and Maidstone Borough Council.

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<p>Governance arrangements</p>	<p>The original Memorandum of Agreement (MOA) contains the Terms of Reference (ToR) for the partnership. The Terms of Reference set out the practical governance arrangements for the partnership including details of membership, arrangements for meetings and the decision-making process of the partnership</p> <p>In order to ensure ethical standards are maintained the service will be delivered in accordance with Home Office approved Codes of Practice</p> <p>The original contract supported by the MOA came to an end in March 2017 and this is being extended via a Deed of Variation. Discussions are currently taking place to agree a revised partnership arrangement.</p>		
<p>Financial reporting arrangements and timeframe for reporting</p>	<p>The financial services for the partnership, including accountancy, internal audit and insurance services are provided by MCG.</p> <p>Each financial year, the Head of the CCTV Partnership is required to prepare business plan and a revenue budget for approval by the CCTV Partnership. The draft business plan and budget should be submitted to each of the Councils not later than 1 June in the year prior to it taking effect for their approval before it is adopted by the Partnership Board. In addition to the budget for the next year, indicative budgets for each of the two subsequent years are also required to be provided.</p> <p>In accordance with the Memorandum of Agreement, the Partnership Board receives quarterly financial monitoring reports.</p>		
<p>Performance monitoring arrangements and details of formal review of partnership arrangements.</p>	<p>The Annual Business Plan for the partnership sets out the performance management arrangements and it is the responsibility of Medway Council to ensure that appropriate arrangements are in place.</p>		
<p>Risk Assessment</p>	<p>The partnership undertakes risk assessment to analyse and manage risk effectively and maintains a risk register. The risks identified form part of the business plan and/or are notified to the Councils by the Head of the CCTV Partnership.</p> <p>Potential risks to the future of the Partnership itself include the willingness of partners to renew the contractual arrangements with MCG once the existing contract comes to an end (the withdrawal of any partner would impact the financial commitments required from those who remain).</p>		
<p>Safeguarding Obligations</p>	<p>The presence of CCTV is valuable as a tool in promoting public safety generally but particularly useful in safeguarding children and vulnerable adults against harm. Key examples include the use of CCTV in locating children/young people and adults who are reported missing, those suffering from mental health problems and for the protection of those that are street homeless. CCTV supports the Council's wider Safeguarding commitment by providing an additional resource (particularly rapid deployment cameras) that can be utilised in specific locations where activity that presents a safeguarding risk is occurring e.g. hot spots for CSE, areas where young people may be being targeted by those involved in drug dealing/running.</p> <p>The use of all our CCTV stock is governed by procedures as required by the ICO in respect of dealing with any matter identified as a priority, including safeguarding issues.</p>		
<p>Date Partnership Created / Approved by Cabinet</p>	<p>01 October 2012</p>	<p>Date Partnership Terminates (if applicable)</p>	<p>Current extension to contract due to end in March 2020.</p>

Significant partnership

Other partnership

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Name of Partnership	Dartford and Gravesham Community Safety Partnership (CSP)
Responsible Officer	Kath Donald (Strategic Manager, Community Safety Unit)
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Statutory Partnership
Aims and objectives of partnership	To create a safer, cleaner place in which to live, work and socialise.
Expected outcomes	Reductions in recorded crime and anti-social behaviour (ASB).
Links to GBC Corporate Objectives	<p>Corporate Objective #1 People</p> <ul style="list-style-type: none"> • Create clean, stronger, welcoming neighbourhoods and parks with an attractive town centre • Enforcing high regulatory and environmental standards • Safeguarding residents <p>Corporate Objective #2 Place</p> <ul style="list-style-type: none"> • Develop a cohesive and resilient community
GBC Resources (financial, officer, assets etc)	<p>External funding to support community safety activity is held by the Kent Police and Crime Commissioner (PCC). This is provided to Community Safety Units (CSUs) subject to a satisfactory application to the PCC's Office detailing how the funds are going to be spent. Applications are now made annually. The total allocation available to Gravesham in 2019-20 is £35,043. A business case was submitted successfully earlier this year and payment has been received by the CSU (with a small tactical pot reserved to accommodate work that may come about as a result of a change in circumstances/unanticipated issue arising. CSUs have previously been notified the PCC is reviewing financial plans and therefore, there may be changes to the method by which community safety funds are allocated or made available in future years.</p> <p>Officer time is spent in preparing regular performance monitoring reports (including the statutorily required completion of a Strategic Assessment), community consultation exercises, review of the existing Partnership Community Strategy and the production of a revised Strategy each year if necessary to reflect current priorities and respond to changing circumstances.</p> <p>Officer time is spent in attendance at and administration of the CSP. Additionally, officers attend and carry out the Agenda planning, minute-taking and other administration for other Community Safety meetings that have been established to address CSP priorities e.g. Gravesham Vulnerability Group and a multi-agency Organised Crime Group.</p> <p>There are shared Partnership resources through the co-location of Council officers and Kent Police representatives who work alongside Council staff on a daily basis. Kent Police contribute to the cost of Council office space/furniture and utilities used by Police officers. Both the G-Safe Crime Reduction Initiative Coordinator and a Kent County Council Community Warden are also located within the CSU. Desk space and utilities are provided to these colleagues without financial cost to their organisations, they attend the CSU Daily Briefing Meetings and intelligence that they share is invaluable.</p>
Partnership membership	Gravesham Borough Council, Dartford Borough Council, Kent County Council, Kent Police, Kent Fire and Rescue Service, Police and Crime Commissioner's Office, Kent Surrey and Sussex Community Rehabilitation Company and Kent and Medway NHS.

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<p>Governance arrangements</p>	<p>The Partnership has an established set of agreed governance arrangements that have been in place since the joint Dartford and Gravesham CSP was established in 2006. Specifically, the governance arrangements set out the following:</p> <ul style="list-style-type: none"> • Remit; • Membership; • Staffing arrangements; • Chairmanship; • Finance and audit arrangements; • Risk management commitments; • Business planning process; • Voting rights; • Operational arrangements. <p>A CSP Executive Group comprised of the Director (Communities) GBC, Strategic Director, DBC and the Kent Police Chief Inspector (Area Commander for both Boroughs), oversees the annual Strategic Assessment process and the identification of yearly Partnership priorities. The Group also meets quarterly to agree matters that should form Agenda items for forthcoming meetings.</p> <p>The findings of the Assessment and suggested priorities as recommended by the Executive Group are subject to the approval of the main Partnership following public consultation.</p>
<p>Financial reporting arrangements and timeframe for reporting</p>	<p>Budgetary reports are provided to the Main CSP meetings with a breakdown of expenditure and a brief description of the outcomes of initiatives that have been financed. The CSU also provides a full report to the PCC's Office detailing how the funding allocation received has been spent and how the expenditure has supported tackling both the CSP's and Commissioner's priorities.</p>
<p>Performance monitoring arrangements and details of formal review of partnership arrangements.</p>	<p>Performance monitoring reports are provided to the Main CSP at quarterly meetings. These reports include detailed information on crime trends and changes in recorded ASB incidents as well as progress reports on the delivery of project work. The Strategic Assessment process, completed towards the end of each calendar year, provides an opportunity for a review of activities carried out and their impact. Changes in priorities in response to differing circumstances or crime trends will also involve the Partnership in simultaneously considering whether any changes are also needed to partnership working arrangements e.g. whether a new Sub-Group needs to be formed to deliver joint work to address a new priority at an operational level or the CSP needs to respond to responsibilities created by new legislation.</p> <p>The annually reviewed Community Safety Strategy also takes account of the findings of public consultation exercises ensuring that issues that are considered most important by local residents are built into planned Partnership activity.</p> <p>Our CSP is unusual in that it is a joint Dartford and Gravesham Partnership but each Borough has its own Crime and Disorder Scrutiny Committee to comply with the provisions of the Police and Justice Act 2006.</p> <p>Gravesham's Committee allows an opportunity for the close scrutiny of crime and disorder issues and Partnership work being delivered to address them e.g. Reducing Re-offending, Domestic Abuse, Tackling Drug and Alcohol related Crime and ASB, have been specific areas of work considered by the Committee in the past, providing a further means of monitoring the effectiveness of joint approaches in tackling priorities.</p>

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Risk Assessment	<p>There has been a very considerable reduction external funding provided to support Community Safety activity in recent years (our annual allocation being almost a quarter of amounts received 10 years ago). Currently, there is no confirmation that processes for securing PCC funding will not change next year. 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 Partnership's strategic priorities at an operational level thus far.</p>		
Safeguarding Obligations	<p>The work of the partnership makes a significant contribution to improving community safety for local people as a whole but also delivers specific initiatives to reduce the risk of harm to people (of any age) who may be more vulnerable e.g. providing interventions to support victims of crime/persist ASB.</p> <p>The CSP is the main local vehicle for cross-borough activity to improve public safety and therefore, directly supports the Council's wider Safeguarding commitment.</p> <p>Both Dartford and Gravesham CSUs and member agencies of the CSP have clear procedures in place to govern our response to safeguarding issues that may arise.</p>		
Date Partnership Created / Approved by Cabinet	Created December 2006	Date Partnership Terminates (if applicable)	--

Significant partnership

Other partnership

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Name of Partnership	GO TRADE
Responsible Officer	Simon Hookway, Assistant Director (Communities)
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>GO TRADE is a market development project funded by the European Union Interreg Funding within the France/England Channel area. It aims to help market traders build sustainable businesses and increase visitors to towns with traditional markets, especially within the context of a more challenging retail environment.</p> <p>Partners will work together to share experience and ideas and to establish programmes of markets and business support to reinvigorate traditional markets. This will be undertaken under a strong GO TRADE brand, which in turn will help participating traders to trade in any partner market.</p> <p>Each partner to deliver the GO TRADE project as stated in the application form and partnership agreement.</p>
Expected outcomes	<p>Annual programmes of event/specialist markets.</p> <p>Creation of business processes and support including training modules, videos and digital content for existing/ new market traders</p> <p>Development of the tourism product – including research and values, themed markets and events as well as digital tools including social media</p> <p>Click and collect retail trials</p>
Links to GBC Corporate Objectives	<p>Corporate Objective #2 Place</p> <ul style="list-style-type: none"> • Enhance the vibrancy of the Gravesham economy • Raise Gravesham's economic profile • Promote a borough 'open for business' • Improve economic conditions • Develop a cohesive and resilient community
GBC Resources (financial, officer, assets etc)	Staff time in managing the project and participating in business support, tourism development, communication and research aspects of the project are being used as match funding (31%) to draw down European funds. An auditor is involved as a first level controller to check and confirm funding claims.
Partnership membership	Basildon Council (Lead Partner), University of Greenwich, National Market Traders Federation, Gravesham Borough Council, Great Yarmouth Borough Council, Great Yarmouth Town Centre Partnership, Visit Kent Ltd, Castle Point Borough Council, Ville de Louvigné du Désert, Agence d'urbanisme et de développement (AUD) Pays de Saint-Omer Flandre Intérieure, Chambre de L'agriculture Nord-Pas-de-Calais, Communauté de Communes du Pays de Lumbres, Ville de Caen, Office de Tourisme de Caen, Ville d-Amiens, Pas de Calais Tourisme.
Governance arrangements	A formal GO TRADE partnership agreement has been signed by all partners. This sets out the governance arrangements for the project.

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Financial reporting arrangements and timeframe for reporting	Financial reporting deadlines are set by the European Union on a six monthly basis. Internal monthly budget monitoring will be set up and the council submits 6 monthly budget monitoring reports to the GO TRADE lead partners as part of the claim process.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	Six monthly performance monitoring is part of the financial claim process. The Lead Partner Basildon BC will report performance to individual partners. A set European Union/Interreg review process will be adhered to.		
Risk Assessment	Points raised by the council's legal team have been satisfied in the setting and signing of the partnership agreement. Overall, risks will be managed through internal monitoring and Lead Partner monitoring of the project. Brexit will happen before the end of the GO TRADE project - https://interreg5a-fce.eu/assets/Uploads/BREXIT-9.pdf . The Treasury has guaranteed to fully fund all projects agreed and approved prior to the UK leaving the EU. The establishment of this partnership and the commitment of funding to it is timely in helping to focus activity in the next stage of the Market's growth in terms of business support activity and funding of themed markets and other events.		
Safeguarding Obligations	N/A		
Date Partnership Created / Approved by Cabinet	Funding submission approved July 2017. Partnership agreements signed September 2017.	Date Partnership Terminates (if applicable)	2020

Significant partnership

Other partnership

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Name of Partnership	Gravesham Arts Council (GAC)
Responsible Officer	Lyndsey Thompson, Arts and Heritage Officer
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>Delivery of local art development services and providing the opportunity to develop a rich and varied artistic and creative life through a Service Level Agreement (SLA).</p> <p>The purpose of this SLA is to define the relationship between Gravesham Borough Council and Gravesham Arts Council, and to set out the terms of the working relationship between the two parties.</p>
Expected outcomes	<p>The arts and cultural services provided by GAC shall be available to all who need assistance irrespective of disability, age, race, gender, sexual orientation, or religious belief. A range of arts development services of a high standard shall be provided to the people of Gravesham by GAC and its members from the aims contained in the GAC Constitution, GBC Corporate Plan and Cultural Strategy.</p> <p>GAC also manage and operate St Andrews Arts Centre in providing arts and cultural opportunities to the public and to recommend to GBC improvements to the facilities in accordance with the terms and conditions of the lease agreement. Opening hours will be in accordance with the premises licence and any other licence requirements</p>
Links to GBC Strategic Objectives	<p>Corporate Objective #2 Place</p> <ul style="list-style-type: none"> • Promote Gravesham’s arts and heritage • Develop a cohesive and resilient community • Enhancing the boroughs cultural offer
GBC Resources (financial, officer, assets etc)	<ul style="list-style-type: none"> • A grant of £6,000 payable annually in accordance with SLA. • Premises cost budget: St Andrews Art Centre £3,930. <p>NB The arts centre is owned by GBC and rented to GAC. The rent is determined by Property Services. As a rule all internal maintenance and service charges are the responsibility of GAC – with GBC responsible for external maintenance and repairs to the building.</p>
Partnership membership	Local arts organisations, individual art members, Council Members and Officers.
Governance arrangements	<p>The governance arrangements for the partnership with the Gravesham Arts Council are set out in the 2019-20 Service Level Agreement (SLA).</p> <p>The purpose of this SLA is to define the relationship between Gravesham Borough Council and Gravesham Arts Council and to set out the terms of the working relationship between the two parties.</p>
Financial reporting arrangements and timeframe for reporting	The Executive Committee of GAC shall monitor all of its financial dealings. The Executive Committee shall submit as part of the performance monitoring below provide a copy of the current year’s audited accounts to GBC’s showing in detail how the grant has been used (and what is planned) and a review of GAC’s activities by way of an Annual Report to include an updated business plan for the following year.
Performance monitoring arrangements and details of formal review of partnership arrangements.	The total GBC grant funding available for GAC during the year commencing 1 April 2019 until 31 March 2020 is £6,000. Under this arrangement GBC will receive a report from GAC on each planned event, but not limited to the events: attendance, performers, publicity, budget, content etc. Subject to a satisfactory outcome the following grant funds would then be released.

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Risk Assessment		Although the St Andrews Art Centre revenue costs are currently relatively low, because the building was built in the late 19 th century and constructed on the river bed of the Thames high maintenance costs could develop in the future.	
Safeguarding Obligations		Currently under review.	
Date Partnership Created / Approved by Cabinet	On-going	Date Partnership Terminates (if applicable)	SLA agreed to 31 March 2020

Significant partnership

Other partnership

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Name of Partnership	Gravesham Gateway
Responsible Officer	Anita Tysoe, Service Manager (Customer and Theatre Services)
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Non-statutory
Aims and objectives of partnership	<p>Gateway is a partnership between Kent County Council and Gravesham Borough Council, set up to provide a wide range of public and voluntary services in one convenient location.</p> <p>Gateway is about creating better access for customers to a range of public services. In providing access at a single location, it is intended to:</p> <ul style="list-style-type: none"> • improve the customer's experience of seeking assistance by creating a friendly and approachable service providing joined up and effective delivery; • improve service delivery by increased customer focus and sharing of information; and • increase efficiency by working collaboratively.
Expected outcomes	Joining up of information to the benefit of customers; information sharing.
Links to GBC Corporate Objectives	<p>Corporate Objective: #3 Progress</p> <ul style="list-style-type: none"> • deliver a more resilient, creative and cost-effective council • Drive service improvement and corporate governance
GBC Resources (financial, officer, assets etc)	<ul style="list-style-type: none"> • Management and Officer time to drive the direction of the Gateway and deliver customer service requirement. • The Gateway is located in the Civic Centre reception and there is use of facilities in the Civic Centre for Gateway staff.
Partnership membership	Kent County Council and Gravesham Borough Council
Governance arrangements	<p>Current reporting mechanism covering financial planning, operational issues and general performance is in place between Service Manager (Customer and Theatre Services) and Director (Communities) (GBC), and Gateway Operations Manager.</p> <p>Decisions relating to the budget or fundamental changes are reported to Members.</p>
Financial reporting arrangements and timeframe for reporting	Annual budget review and business planning.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Reports to GBC Management Team and Lead Member.
Risk Assessment	<p>KCC and GBC have signed agreements to deliver the joint Gravesham Gateway for a period of 15 years. KCC contribute 50% towards the costs of management, staffing and premises space. Generated income is also shared on a 50/50 basis.</p> <p>The risk would be if the partnership arrangement were dissolved by either party then a share of the initial set-up and building costs would be awarded to the other party.</p>
Safeguarding Obligations	Gravesham Gateway consists of a number of service providers who deliver support and advice to vulnerable adults / children. These include, for example, Kent Police, Citizens Advice North & West Kent, Victim Support and Carers First, domestic abuse support, supported employment and housing advice.

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<p>Safeguarding Obligations <i>continued</i></p>	<p>Whilst the specific delivery partners working within the Gateway change from time to time, the general range of support has continued to be offered or can be signposted.</p> <p>The formal Gravesham Gateway partnership does not have its own Policy, however, both partners (Gravesham Borough Council and Kent County Council) do. Officers would follow their respective policy.</p> <p>In the event of an incident within the Gravesham Gateway, Gravesham Borough Council's procedures are followed</p>		
<p>Date Partnership Created / Approved by Cabinet</p>	<p>April 2010</p>	<p>Date Partnership Terminates (if applicable)</p>	<p>2025 if runs to full term of 15 years</p>

Significant partnership

Other partnership

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Name of Partnership	G-Safe
Responsible Officer	Kath Donald (Strategic Manager, Community Safety Unit)
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Non-statutory Partnership
Aims and objectives of partnership	<p>G-Safe aims to:</p> <ul style="list-style-type: none"> • Reduce and prevent crime and anti-social behaviour including alcohol-related crime and disorder; • Improve the detection of crime with a view to apprehending and prosecuting offenders; • Reduce fear of crime and the effects of fear of crime; • Create a safe and secure environment for customers, staff and visitors; • Strengthen joint working between the business community, Police, Local Authority and other agencies and organisations both locally and in partnership with neighbouring Districts and Boroughs.
Expected outcomes	<p>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.</p>
Links to GBC Corporate Objectives	<p>Corporate Objective #1 People</p> <ul style="list-style-type: none"> • Creating stronger neighbourhoods • Safeguarding residents • Creating a safe, welcoming, clean borough and town centre • Enforcing regulatory and environmental standards <p>Corporate Objective #2 Place</p> <ul style="list-style-type: none"> • By creating a safe place, enhance the vibrancy of the local economy • Through partnership working, promote a borough that is 'open for business' within a cohesive and resilient community.
GBC Resources (financial, officer, assets etc)	<p>The day-to-day management, delivery and financial control of the Scheme has operated independently of the Council since June 2011, bringing it in line with other Town Centre Crime Reduction initiatives 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 an office desk based in the Community Safety Unit (CSU).</p> <p>CSU officers attend and provide advice as appropriate to G-Safe Board meetings. This ensures that good links are maintained between G-Safe Radionet members, the CSU and the CCTV service operating from Medway Control Centre. The CSU works closely with the G-Safe Co-ordinator and there are real advantages to her being co-located at the Civic Centre, including attendance at CSU Daily Briefing meetings and enabling the sharing of information particularly with Kent Police.</p> <p>Close working between the CSU and G-Safe is also beneficial as the Scheme provides the CSU with further resources to deliver community safety projects and initiatives e.g. the Safer Socialising Scheme, Shop Safe Scheme for vulnerable people, the use of Exclusion Notices for those engaging in crime and ASB, that would otherwise be very difficult to fund or staff.</p> <p>Quarterly G-Safe Board meetings are attended by the CSU Strategic Manager. Bi-monthly Members' Meetings are also often attended as these</p>

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	are particularly helpful for information-sharing regarding prolific offenders.		
Partnership membership	Gravesham Borough Council, Kent Police, local retailers, businesses and licensed premises, KCC Community Warden Service, Street Pastors, Medway CCTV Control Centre.		
Governance arrangements	<p>The Scheme is governed by a Constitution and Code of Practice as agreed by the G-Safe Board to accurately reflect the current arrangements. The Scheme's operating practices are audited by the Association of Business Crime Partnerships (ABCP) and it has been recognised as having excellent procedures in place. Audits by ABCP take place every two years and the last audit deemed the Scheme worthy of a Distinction for its governance arrangements.</p> <p>The Strategic Manager or Operations Manager, CSU, attend the quarterly G-Safe Board meetings because of the benefits of our joint working but the Council does not have any voting rights. Whilst Council officers attend these meetings they do not have any responsibility for their administration or governance – these functions are carried out by the G-Safe Co-ordinator.</p>		
Financial reporting arrangements and timeframe for reporting	Financial management of the Scheme rests in its entirety with the G-Safe Board as the Scheme operates completely independently of the Council. We are not required to support the Scheme financially and the G-Safe Board conducts its own financial monitoring. The Scheme has from time to time bid for CSU funding and is then subject to the same criteria and application process that applies to all other organisations approaching the CSU for financial support.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	The Scheme is a self-financing initiative with its running costs being met through Radionet membership fees. The CSU supports the G-Safe Board in efforts to promote the Scheme by providing the G-Safe Co-ordinator with details of any businesses that may be interested in becoming members and in opportunities to secure additional funding e.g. to improve the quality of the radio system in place. Clearly a risk to the Scheme would be a fall in membership but to date membership numbers remain stable and the Scheme is currently financially secure.		
Risk Assessment	The performance of the Scheme is monitored by the G-Safe Board at regular Board meetings to which CSU Managers are invited and the minutes of which are received. Performance reports on issues, such as the number of persons on G-Safe Exclusion Orders, are provided to the CSU, on request.		
Safeguarding Obligations	<p>This partnership contributes to the protection of children and vulnerable people living in or visiting Gravesend town centre. In particular, registration of vulnerable people onto the Shop Safe Scheme e.g. people with dementia/mental health issues who may become confused/disorientated when out, allows them to be assisted by any G-Safe member premises who can access their details and contact a family member/carer.</p> <p>The Radionet Scheme has also been instrumental in locating children/young people and adults who are reported missing.</p> <p>The G-Safe Scheme follows clear procedures when safeguarding issues arise and the advice of the CSU (Council and Police staff) is sought as necessary.</p>		
Date Partnership Created / Approved by Cabinet	As an independent entity, created in June 2011	Date Partnership Terminates (if applicable)	--

Significant partnership

Other partnership

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Name of Partnership	Thames Defence Heritage
Responsible Officer	Lyndsey Thompson, Arts and Heritage Officer
Lead Member(s)	Councillor Shane Mochrie-Cox, Lead Member for Community & Leisure
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	The promotion, development and maintenance of a fortifications and historical defence sites within the borough.
Expected outcomes	Within these objectives the partnership aims to restore and make accessible to public viewing: <ul style="list-style-type: none"> • New Tavern Fort; • The Civil Defence Control Centre at Woodlands Park; and • Chantry Heritage Centre.
Links to GBC Corporate Objectives	Corporate Objective #2: Place <ul style="list-style-type: none"> • develop a cohesive and resilient community • enhance the borough's cultural offer • promote Gravesham's arts and heritage Establish a programme of targeted community events and engagement opportunities to develop a more cohesive community.
GBC Resources (financial, officer, assets etc)	<ul style="list-style-type: none"> • A fee of £4,200 per annum is paid to TDH to operate the Chantry Heritage Centre on behalf of GBC. • GBC offers free use of the Civil Defence Control Centre and New Tavern Fort to TDH who charge a nominal fee for visitors to enter. • Maintenance and repair costs for all facilities are the responsibility of GBC including service charges. • G Safe radio is provided by GBC – FOC. • Exhibits within the facilities are mainly in the ownership of TDH except for the CHC. • <i>Talking The Walk</i> audio equipment installed in Chantry Heritage Centre and New Tavern Fort - GBC Ownership.
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 2019-20 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.

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Safeguarding Obligations	N/A		
Date Partnership Created / Approved by Cabinet	Early 1970's	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

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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
Annual Governance Review	This is a review that is undertaken each year in order to assess the council's overall governance arrangements.
Annual Report	A comprehensive report on an organisations activities over the past year, intended to give shareholders and other interested people information about the organisation's activities and financial performance.
Audit & Counter Fraud Plan	The Audit & Counter Fraud Plan is a document which sets out the work plan for the team for the forthcoming financial year.
BAME communities	Black Asian Minority Ethnic communities
BEIS	Department for Business, Energy and Industrial Strategy - the UK Government department responsible for business, industrial strategy, science, innovation, energy, and climate change
Business Continuity Plan	A plan that sets out how an organisation will respond and manage business disruption in case of unforeseen events.
Business Plan	A business plan is a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals.
CCG	Clinical Commissioning Group (CCG) is the local statutory body responsible for the commissioning of certain clinical health services for patients registered with local GP's. Locally, the CCG is responsible across the Dartford, Gravesham and Swanley areas.
CCTV	Closed-circuit television (CCTV) is the use of video cameras to transmit a signal to a specific place, on a limited set of monitors; it is not openly transmitted
CIPFA	The Chartered Institute of Public Finance and Accountancy (CIPFA) - the professional body for people in public finance.
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.
Choices	Choices (previously known as North Kent Women's Aid) was established in 1996 and exists to provide help to Women and Children across North Kent who are experiencing domestic abuse.
Climate Change Act 2008	The Climate Change Act 2008 is a United Kingdom Act of Parliament which aims to enable the United Kingdom to become a low-carbon economy and gives ministers powers to introduce the measures necessary to achieve a range of greenhouse gas reduction targets.
Code of Practice	Written guidelines issued by the partnership to its members to help them comply with the standards expected of the partnership.
Cohesion Plus	The aim of Cohesion Plus is to promote positive community relations in Kent, bringing communities together through the arts, public education and sport.

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Term Used	Meaning
Community Safety Fund	Formerly the Safer and Stronger Communities Fund. Introduced for all Local Authorities in England in April 2005, the fund brings together central government (including Home Office) funding streams aimed at tackling crime, anti-social behaviour and drugs, empowering communities and improving the condition of streets and public spaces, prioritising the most disadvantaged neighbourhoods.
Community Safety Plan	A plan that outlines how the partnership aim to address the five key priorities for the Gravesham area.
Company Limited by Guarantee	An alternative type of corporation used primarily for non-profit organisations that require a legal framework.
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.
CROW Act	The Countryside and Rights of Way Act 2000 normally gives a public right of access to land mapped as 'open country' (mountain, moor, heath and down) or registered common land. These areas are known as 'open access land'.
CVSNWK	Council for Voluntary Services North West Kent
DCLG	Department for Communities and Local Government (DCLG) - the UK Government department responsible for setting policy on supporting local government; communities and neighbourhoods; regeneration; housing; planning, building and the environment; and fire.
DEFRA	Department for Environment, Food and Rural Affairs (DEFRA) – the UK government department responsible for policy and regulations on environmental, food and rural issues.
EHO	Environmental Health Officer
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 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.
Energy Saving Trust	The Energy Saving Trust is the UK's leading impartial organisation helping people save energy and reduce 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.
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.

Term Used	Meaning
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Term Used	Meaning
Financial Conduct Authority	The Financial Conduct Authority is the conduct regulator for 56,000 financial services firms and financial markets in the UK and the prudential regulator for over 18,000 of those firms.
FTE	Full-time Equivalent (FTE) – the number of full-time equivalent staff that are working in the partnership.
HCA	The Homes and Communities Agency (HCA) is the national housing and regeneration delivery agency for England.
Health & Social Care Act 2012	The Health and Social Care Act 2012 (c 7) is an Act of the Parliament of the United Kingdom and sets out the reorganisation of the NHS in the UK.
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.
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
ICO	Information Commissioner's Office
ICT	Information Communications Technology (ICT).
Jobcentre Plus	Jobcentre Plus is an executive agency of the Department for Work and Pensions. It is responsible for assisting people of working age find jobs through its network of Jobcentre Plus offices. It is also responsible for administering some benefits for people of working age and for the administration of National Insurance numbers.
Kent Waste Strategy	A sustainable household waste management strategy that sets out how the Kent Waste Partnership will manage Kent's waste over the next 20 years (Strategy approved in 2007).
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 Government Act 1972	An Act of Parliament in the United Kingdom that makes provision with respect to local government and the functions of local authorities in England and Wales.
Local Government Act 2000	An Act to make provision with respect to the functions and procedures of local authorities and provision with respect to local authority elections; to make provision with respect to grants and housing benefit in respect of certain welfare services; to amend section 29 of the Children Act 1989; and for connected purposes.
LGA	Local Government Association. A politically-led, cross-party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government.

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Term Used	Meaning
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.
Memorandum of Understanding/ Agreement (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.
NACAB	National Association of Citizens' Advice Bureaux
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.
Naturally Active Programme	The Naturally Active Programme utilises Big Lottery Funding and the project covers the areas of Dartford, Gravesham, Sevenoaks and Bexley. It is able to support groups and organisations to access the surrounding countryside through a variety of outdoor activities such as improving a green space, wildlife photography and outdoor sports.
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 Agreement	An agreement between the relevant partners setting out how the partnership will operate and the commitment each will make to the partnership.
Prince2	This is a project management method which covers the management, control and organisation of a project.
Police 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.
Radionet	A system of radio stations operating with each other in order to ensure fast communication across a wide ranging area
Registered Social Landlord	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.
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).

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Term Used	Meaning
Section 106	Section 106 (S106) of the Town and Country Planning Act 1990 allows a local planning authority (LPA) to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. The obligation is termed a Section 106 Agreement. They are increasingly used to support the provision of services and infrastructure, such as highways, recreational facilities, education, health and affordable housing.
Service Level Agreement (SLA)	A document which is agreed between the partners and records a common understanding about services, priorities and responsibilities and clearly defines the "level of service" expected through targets etc.
Shared Service Agreement	This is a document which is signed by those authorities participating in a share service and sets out the governance arrangements for the shared service.
Significant partnership	A partnership for which there is a council resource provision of £10,000 or greater or one that is fundamental to the delivery of a corporate objective within the council's Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council's key corporate goals would not occur.
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.
Steering Group	A steering group is a group of senior officers/partners who oversee the delivery of a project or partnership initiative.
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.
Talking the Walk	Talking the Walk provides audio tours which aim to enhance the visitor experience and preserve the town's heritage. Tours have been produced for the Riverside, New Tavern Fort and Milton Chantry
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.
Unilateral Agreement	An agreement in which one party makes a promise, but the other side does not promise anything. Examples of these are offering rewards for the return of lost property.
VAWG	Violence Against Women and Girls. The United Nations defines this as: "Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life". It includes; sexual violence, sexual harassment and bullying, stalking, trafficking, domestic abuse, female genital mutilation, forced marriage.