



## **GRAVESHAM BOROUGH COUNCIL**

# **Corporate Register of Partnerships and Shared Working Arrangements**

**December 2019**

A summary of partnership and shared working  
arrangements

**Housing Services Committee**

# Gravesham Borough Council

## Register of Partnerships and Shared Working Arrangements

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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	Energy Saving Trust Advice Centre (ESTAC) (Careline Services)	
5	Gravesham Sanctuary	
7	Housing Associations (Registered Providers)	<input type="checkbox"/>
9	Kent Energy Efficiency Partnership (KEEP)	
11	Kent Home Choice	<input type="checkbox"/>
13	Kent Housing Group	
16	Kent and Medway Sustainable Energy Partnership (KMSEP) (formerly Kent and Medway Green Deal Partnership)	
18	Kent ‘No Use Empty’ Initiative	

#### **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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<b>Name of Partnership</b>	<b>Energy Saving Trust Advice Centre (ESTAC) (Careline Services)</b>
<b>Responsible Officer</b>	Dipna Pattni, Housing Partnerships Manager
<b>Lead Member(s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	<p><b>Free and impartial advice to householders on behalf of the Energy Saving Trust. The partnership enables the following aims through energy efficiency work:</b></p> <ul style="list-style-type: none"> <li>• Local grant scheme access including renewable energy;</li> <li>• Promotion and referrals to Energy Company Obligation;</li> <li>• Written energy advice for householders;</li> <li>• Marketing services / Media relations;</li> <li>• Strategic support to reduce fuel poverty both locally and nationally;</li> <li>• Project &amp; partnership development.</li> </ul> <p>Enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.</p>
<b>Expected outcomes</b>	To reduce fuel poverty as per the Home Energy Conservation Act 1995 (HECA) and reduce carbon emissions.
<b>Links to GBC Corporate Objectives</b>	<p><b>Corporate Objective #1: People</b></p> <ul style="list-style-type: none"> <li>• carbon neutral borough</li> <li>• improve the local environment</li> <li>• actively enforce environmental standards</li> </ul> <p><b>Corporate Objective #2: Place</b></p> <ul style="list-style-type: none"> <li>• improve economic conditions</li> <li>• develop a cohesive and resilient community</li> </ul>
<b>GBC Resources (financial, officer, assets etc)</b>	Officer time to assist with aims listed above.
<b>Partnership membership</b>	Kent County Council (KCC) and all Kent district councils.
<b>Governance arrangements</b>	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.
<b>Financial reporting arrangements and timeframe for reporting</b>	Reporting in the English Local Authority Statistics on Housing (ELASH, DCLG), Home Energy Conservation Act 1995 (BEIS), Chartered Institute of Public Finance and Accountancy (CIPFA) and local performance indicators. Quarterly and annual reporting.
<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	Performance reviewed annually with Kent Energy Efficiency Partnership and Gravesham Borough Council on own borough wide schemes.
<b>Risk Assessment</b>	Not a statutory duty but is recognised as being best practice by the Energy Saving Trust, DCLG/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

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	to provide advice and guidance.		
<b>Safeguarding Obligations</b>	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.		
<b>Date Partnership Created / Approved by Cabinet</b>	September 2009	<b>Date Partnership Terminates (if applicable)</b>	N/A

Significant partnership

Other partnership

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<b>Name of Partnership</b>	<b>Gravesham Sanctuary</b>
<b>Responsible Officer</b>	Wale Adetoro, Assistant Director (Housing Policy & Management)
<b>Lead Member(s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	Statutory – Not a statutory requirement but contributes to the council's commitment to safeguard residents.
<b>Aims and objectives of partnership</b>	<p>Aim: Working together with the Charity to provide a shelter for residents who may not meet the threshold for statutory assistance for housing by the council.</p> <p>Objectives:</p> <ol style="list-style-type: none"> <li>1) To ensure that residents in need and willing to engage are prevented from sleeping rough on the streets of Gravesham during the colder months of the year.</li> <li>2) To ensure that vulnerable residents are provided with a refuge where their needs can be assessed and appropriate signposting given to assist in the process of securing permanent / secure accommodation.</li> </ol>
<b>Expected outcomes</b>	Ensuring that rough sleepers in Gravesham willing to engage, are provided with a place of refuge overnight during the colder months of the year.
<b>Links to GBC Strategic Objectives</b>	<p>Corporate Objective # 1 People.</p> <p>Commitment - Safeguard Residents: put in place a package of housing measures and creative interventions that support the most vulnerable. This partnership ensures that rough sleepers have a place to stay in overnight and during the colder months</p>
<b>GBC Resources (financial, officer, assets etc)</b>	<ul style="list-style-type: none"> <li>• No direct financial resource provided.</li> <li>• No specific staff resource other than the Assistant Director (Housing Policy &amp; Management) being the main point of contact for matters relating to the partnership.</li> <li>• The use of the former tenants' hall in Longferry which is made available by the council to Gravesham Sanctuary for the provision of sleeping areas, laundry, kitchen and shower facilities.</li> <li>• Day to day maintenance and repairs for the facilities is also undertaken by the council at no cost to the charity.</li> </ul>
<b>Partnership membership</b>	<p><i>Who are the formal members of the partnership (organisation level not specific officer level)</i></p> <p>Assistant Director (Housing Policy &amp; Management)  Michael Coveney – Chair of Board of Trustees</p>
<b>Governance arrangements</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The trustees meet every 2 months to review the project and there are weekly management meetings involving a trustee and the designated project manager to look at and deal with any issues that arise.</li> <li>• There are also regular meetings with various council officers regarding safeguarding and the wellbeing of vulnerable residents.</li> </ul>
<b>Financial reporting arrangements and timeframe for reporting</b>	<ul style="list-style-type: none"> <li>• No financial reporting to the council, however the Charity works closely with the Council's Housing Needs Department and there is a regular exchange of information as well as referral</li> <li>• The Charity has own governance arrangements and this includes financial reporting on activities.</li> </ul>

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<p><b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b></p>	<p>Gravesham Sanctuary maintains a database of residents they deal with that includes identified vulnerabilities and actions taken to help the resident. They have formal interviews with those residents and try to ensure they are engaged with the appropriate authorities that can help them with housing and work.</p> <p>Statistics can be produced at any time on request and a formal report is produced at the end of the winter shelter, which is published and made available to the public.</p>		
<p><b>Risk Assessment</b></p>	<p>Gravesham Sanctuary CIO is an independent standalone charity run by trustees. The Charity's work will however support Gravesham Borough Council in the event of a major incident.</p> <p>A fire risk assessment of the premises used by the Charity is undertaken regularly to ensure that it meets required fire safety standards.</p> <p>Maintenance of the services and the premises is also provided by the Council and this ensures that the accommodation is well maintained and that any risk to the council is managed.</p>		
<p><b>Safeguarding Obligations</b></p>	<p>This partnership is intended to have a positive impact on the lives of vulnerable people by providing a safe place for vulnerable adults to sleep overnight during the colder months of the year. Being able to spend the nights in the shelter removes them from harsh weather conditions whilst also protecting them from being exploited or exposed to other risks that sleeping rough would otherwise expose them to.</p> <p>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.</p> <p>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.</p>		
<p><b>Date Partnership Created / Approved by Cabinet</b></p>	<p>January 2019</p>	<p><b>Date Partnership Terminates (if applicable)</b></p>	<p>N/A</p>

Significant partnership

Other partnership

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<b>Name of Partnership</b>	<b>Housing Associations</b> (Registered Providers)
<b>Responsible Officer</b>	Sharon Donald, Housing Strategy and Development Manager
<b>Lead Member(s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	Delivery of affordable homes in the borough.
<b>Expected outcomes</b>	To achieve the council's target of 30% affordable housing on all eligible sites and to ensure that the mix of affordable homes provided meet housing need in terms of type, size and tenure.
<b>Links to GBC Corporate Objectives</b>	<p><b>Corporate objective: #1 People</b></p> <ul style="list-style-type: none"> <li>• deliver an ambitious and diverse programme of building</li> <li>• provide a proactive, supportive and financially efficient housing service</li> <li>• create stronger neighbourhoods and putting our customers first</li> </ul>
<b>GBC Resources (financial, officer, assets etc)</b>	<p>Officer time.</p> <p><b>GBC Assets:</b></p> <ul style="list-style-type: none"> <li>• Gravesham BC buildings/meeting rooms are used although not on a permanent basis.</li> <li>• Section 106 funds can also be used by the Housing Associations to help deliver affordable housing.</li> </ul>
<b>Partnership membership</b>	Abbeyfield; Affinity Sutton (now part of the Clarion Group); Amicus Horizon (now part of Option); Circle Anglia (now part of the Clarion Group); Gravesend Churches Housing Association; Hyde Housing Association; London & Quadrant Housing Trust; Moat; Sanctuary Housing; Town & Country Group.
<b>Governance arrangements</b>	<p>The partnership was reviewed during 2010 through the North Kent Housing Partnership. Following consultation a North Kent wide protocol for working with affordable housing providers was agreed and signed by all existing affordable housing providers across North Kent. A copy of the protocol is available at <a href="http://www.gravesham.gov.uk/housingstrategy">www.gravesham.gov.uk/housingstrategy</a>. New providers who wish to deliver affordable housing in the borough will be directed to the criteria set out in the protocol.</p> <p>Registered Providers are regulated by the Homes England (HE)</p>
<b>Financial reporting arrangements and timeframe for reporting</b>	<p>The use of funds collected through S106 Planning obligations are monitored through a dedicated database, and at monthly budget meetings with the Senior Accountant. These arrangements were developed following an Internal Audit review of Section 106 and Unilateral Agreements that took place in August 2009. A follow up audit took place during 2009-2010.</p> <p>Copies of Annual Reports and Financial Statements are regularly provided.</p>
<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	Housing associations provide monthly updates on all new-build completions and lettings to the Housing Strategy and Development Section. 1-2-1 meetings are held with representatives from partner housing associations on a regular basis.
<b>Risk Assessment</b>	<p>Although there is no formal risk assessment undertaken, Homes England monitor and regulate all Registered Social Landlords (Housing Associations).</p> <p>Should a partner housing association fail this could affect the council's overall affordable housing target and the ability to meet housing need and our duty to house.</p>

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<b>Safeguarding Obligations</b>	<p>Some of our partners provide housing for vulnerable adults in the borough, giving support to this client group.</p> <p>Partners providing supported housing are monitored by the DC and HE.</p> <p>Partners providing supported housing will have their own safeguarding policies in place. Should a safeguarding issue be brought to the BC's attention, it would be raised at Director level and contact made with the relevant partner.</p>		
<b>Date Partnership Created / Approved by Cabinet</b>	2004	<b>Date Partnership Terminates (if applicable)</b>	N/A

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<b>Name of Partnership</b>	<b>Kent Energy Efficiency Partnership (KEEP)</b>
<b>Responsible Officer</b>	Dipna Pattni, Housing Partnerships Manager
<b>Lead Member(s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	Non-statutory Partnership
<b>Aims and objectives of partnership</b>	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.
<b>Expected outcomes</b>	To work towards the relevant government performance standards including the Home Energy Conservation Act 1995 (HECA).
<b>Links to GBC Corporate Objectives</b>	<b>Corporate Objective #1: People</b> <ul style="list-style-type: none"> <li>• carbon neutral borough</li> <li>• improve the local environment</li> </ul> <b>Corporate Objective #2: Place</b> <ul style="list-style-type: none"> <li>• improve economic conditions</li> <li>• develop a cohesive and resilient community</li> </ul>
<b>GBC Resources (financial, officer, assets etc)</b>	Officer time to attend and chair bi-monthly meetings and to engage in future schemes with other partners.  Officer 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.
<b>Partnership membership</b>	All local authorities in Kent, including Kent County Council.
<b>Governance arrangements</b>	The governance arrangements for the partnership are set out in the group constitution. The purpose of the group is to improve the council's and private sector housing stock through energy efficiency measures to deliver aims, objectives and targets identified in The Department for Business, Energy & Industrial Strategy (BEIS) returns. The constitution sets out: <ul style="list-style-type: none"> <li>• Each local authority will have a representative from their local authority who will assist in delivering energy initiatives across Kent and their local area;</li> <li>• Regular meetings including workshops to discuss current issues, share 'Best Practice', review progress of on-going projects and circulate case studies where necessary;</li> <li>• Encouraging working partnerships between local authorities and other agencies in the public, private and voluntary sectors;</li> <li>• Where appropriate, assist with securing funding and services for works and projects within the Region;</li> <li>• Taking forward new local, regional and national initiatives on issues relating to the purpose of the partnership; and</li> <li>• Annual nomination of Chair and Secretary.</li> </ul>

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<b>Financial reporting arrangements and timeframe for reporting</b>	Reporting to the Chartered Institute of Public Finance and Accountancy (CIPFA) and The Department for Business, Energy & Industrial Strategy (BEIS) and through performance indicators.		
<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	Annual review of partnership and constitution.		
<b>Risk Assessment</b>	<p>Delivery of energy efficiency initiatives in Gravesham and Kent wide could be at risk without a delivery vehicle such as this.</p> <p>Not funding risks detriment to National Targets and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.</p>		
<b>Safeguarding Obligations</b>	There is no impact anticipated with this partnership.		
<b>Date Partnership Created / Approved by Cabinet</b>	1997	<b>Date Partnership Terminates (if applicable)</b>	N/A

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<b>Name of Partnership</b>	<b>Kent Home Choice</b>
<b>Responsible Officer</b>	Wale Adetoro, Assistant Director (Housing Policy and Management)
<b>Lead Member (s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	Statutory – The Homelessness Act 2002
<b>Aims and objectives of partnership</b>	<p>Aim: To allow Gravesham Borough Council to abide to the 2002 Act to ensure that our allocation policies provide for choice wherever possible. Provide guidance on how the implemented choice based lettings scheme works.</p> <p>Objectives:</p> <ol style="list-style-type: none"> <li>1) To meet the particulars of the “Choice Based Lettings Code of Guidance”.</li> <li>2) Ensure we have introduced an “advertising scheme” (<i>Choice Based Letting</i>).</li> <li>3) Publish a statement in our allocation scheme about our commitment to offering choice to applicants wherever possible.</li> <li>4) Provides guidance on how to implement a choice based lettings scheme.</li> </ol>
<b>Expected outcomes</b>	<ol style="list-style-type: none"> <li>1) Ensure compliance with statutory obligation.</li> <li>2) Provide more choice to all applicants on the housing register applying for housing with the authority’s area.</li> <li>3) Ensure “Kent best practice” by working in partnership with other Local Authorities and Housing Providers to develop a Kent wide scheme.</li> <li>4) Delivery of a more open, audited, allocations process to all housing applicants.</li> </ol>
<b>Links to GBC Objectives</b>	<p><b>Corporate Objective: #1 People</b></p> <ul style="list-style-type: none"> <li>• safeguard residents</li> <li>• put our customers first</li> <li>• provide a proactive, supportive and financially efficient housing service</li> </ul> <p>Gravesham Borough Council has a statutory duty, along with all other UK Local Authorities to observe the requirements of the Homelessness Act 2002.</p>
<b>GBC Resources (financial, officer, assets etc.)</b>	<p><b>Financial:</b> An initial financial development contribution of £12,000 was paid to the partnership in 2008. A contribution of £18,000 is made by the council each year.</p> <p><b>Human Resources:</b> Team of three: - one Senior Allocations Officer, two Allocation Assistants employed full time to advertise vacancies, assess applications for housing, monitor the housing register, and shortlist applicants for nominations to housing.</p> <p><b>Use of Buildings and resources:</b> The Allocations Team are housed on the first floor of the Civic Centre and have full access to IT systems, the internet and telephone systems.</p>
<b>Partnership membership</b>	<p>Development Members of Locata. The organisation which owns, maintains and develops the IT and Software system that allows Kent Home Choice to operate as an integrated, standalone computer database in the advertising of all properties, and the holding of the details of all applicants and histories of bids made on all council premises advertised. Also produces the auditing information regarding performance and value for money of the Kent Home Choice system. Other members include all other Kent Local Authorities, including Medway and Registered Providers operating within the county.</p>

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<p><b>Governance arrangements</b></p>	<p>Locata run two independent bodies to manage and organise the Home Choice Scheme. The Kent scheme has its own constitution which provides:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>		
<p><b>Financial reporting arrangements and timeframe for reporting</b></p>	<p>The Allocations Team are required to provide at the middle yearly quarter a budgetary forecast for the costs of membership of the system for the next financial year. The team’s obligations are to keep the yearly cost at the prescribed level, avoid increases above the level of inflation and ensure the scheme delivers value for money.</p>		
<p><b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b></p>	<p><b>Performance Monitoring Arrangements:</b>          Locata provide an auditing service which provides regular fortnightly, monthly, quarterly and yearly statistics on the performance of the system. These reports detail the number of properties advertised, let and the time taken to let them. The number of applicants, their personal household details, how long on the waiting list and the amount of offers/bids they have made. The system also breaks down performance, regionally, by authority, by property type, by gender and by age.</p> <p><b>Review of Partnership Agreements</b>          Yearly. With a budgetary and Service review of the Locata System being carried out. All members are required to agree afresh the terms of the Service, costs, provisions and technical requirements of the system. In actuality these are likely to be based on any changes in legislation, fit for purpose, technical failures and budgetary restraints.</p>		
<p><b>Risk Assessment</b></p>	<p>Kent Home Choice is an independent standalone system run by the Locata organisation. As a “bought in” service, it has its own Business Continuity Plan. And will run independently of Gravesham Borough Council in the event of a major incident.</p> <p>Gravesham Borough Council’s Business Continuity Plan covers the absence of the Allocations Team in a major incident.</p>		
<p><b>Safeguarding Obligations</b></p>	<p>This partnership is intended to have a positive impact on the lives of vulnerable people by; providing more choice to all applicants on the housing register applying for housing within the authority’s area.</p>		
<p><b>Date Partnership Created / Approved by Cabinet</b></p>	<p>April 2008</p>	<p><b>Date Partnership Terminates (if applicable)</b></p>	<p>N/A</p>

Significant partnership

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<b>Name of Partnership</b>	<b>Kent Housing Group</b>
<b>Responsible Officer</b>	Wale Adetoro, Assistant Director (Housing Policy and Management)
<b>Lead Member(s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	Statutory – The Housing Act 1985, Local Government and Housing Act 1989, Landlord and Tenant Act 1985 and The Localism Act.
<b>Aims and objectives of partnership</b>	<p><b>Aim:</b> To allow Gravesham Borough Council to abide to the above legislation to ensure that our policies provide/promote collaborative working, sharing expertise and resource to bring efficiencies to common areas of work, that add value to the outcomes, and produces value for money for members, residents and communities we serve.</p> <p><b>Aim also includes:</b></p> <ol style="list-style-type: none"> <li>1) Provide strategic leadership - shaping and setting the housing agenda;</li> <li>2) To build relationships and influence decisions for the benefit of Kent;</li> <li>3) To draw in resources from both traditional and alternative sources;</li> <li>4) To work together to improve the supply and quality of affordable homes; and</li> <li>5) To create sustainable communities in Kent.</li> </ol> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1) Share good practice and understanding of the housing market in Kent and Medway;</li> <li>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;</li> <li>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</li> <li>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.</li> </ol>
<b>Expected outcomes</b>	<ol style="list-style-type: none"> <li>1) Ensure compliance with statutory obligation.</li> <li>2) The continued delivery of key infrastructure to support managed growth and housing delivery across the County.</li> <li>3) The continued regeneration of our disadvantaged neighbourhoods to bring them in line with more affluent parts of the County.</li> <li>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.</li> <li>5) The managed improvement and retrofit of existing homes to make them fit for now and the future.</li> <li>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.</li> </ol>

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<p><b>Links to GBC Corporate Objectives</b></p>	<p><b>Corporate Objective #1: People</b></p> <ul style="list-style-type: none"> <li>• provide a proactive, supportive and financially efficient housing service</li> <li>• enforce a high quality of private housing</li> <li>• enforce high regulatory standards</li> <li>• deliver an ambitious and diverse programme of building</li> <li>• provide a proactive, supportive and financially efficient housing service</li> </ul> <p>Gravesham Borough Council has a statutory duty, along with all other UK Local Authorities to observe the requirements of the; Housing Act 1985, Local Government and Housing Act 1989, Landlord and Tenant Act 1985 and Localism Act 2011.</p>
<p><b>GBC Resources (financial, officer, assets etc)</b></p>	<p><b>Financial:</b> There will be an annual membership subscription to cover the cost of employing the Kent Partnership Manager(s) and/or other activities and initiatives agreed by the Group. The administration of the KHG finance will be managed by a KHG member organisation, agreed by the group. The current agreed sum due is £3,500 per member organisation per annum, KCC will pay £8,000 per annum.</p> <p><b>Human Resources:</b> Assistant Director (Housing Policy &amp; Management) attends three times a year Kent Housing Group meetings.</p> <ul style="list-style-type: none"> <li>• Various sub-officer group meetings to be attended by the Housing Needs &amp; Improvement Manager, Housing Partnerships Manager, Senior Housing Officer and Senior Environmental Health Officer (Private Housing).</li> </ul>
<p><b>Partnership membership</b></p>	<p>The Kent Housing Group (KHG) is a forum for social housing organisations in Kent. KHG has representation from all twelve Kent local authorities, Medway Council, over sixteen housing associations and Kent County Council. KHG also has affiliated representation from the Homes and Communities Agency and when required other partner agencies.</p>
<p><b>Governance arrangements</b></p>	<p>KHG has a Chair and Vice Chair, these two positions are held and rotated by a local authority Head of Housing and a Senior Housing representative from a Housing Association, the posts are held for period of two years. The KHG is also supported by two Partnership Managers, who work with the Chair and KHG members to ensure that objectives are set and achieved.</p> <p>The Kent Housing Group also has a number of sub groups and task and finish groups, with representation at a number of levels from a number of organisations that report back to it every quarter. Each of the sub groups has a KHG Executive Board Member as mentor to assist the group with work plans and outcome. Each sub group has an elected Chair and Vice Chair and an agreed Terms of Reference.</p>
<p><b>Financial reporting arrangements and timeframe for reporting</b></p>	<p>The Kent Housing Group Treasurer will be responsible for the preparation of an annual budget to support the work of the group and will report quarterly to Executive Board on the financial position. The budget will be agreed in January of each year and at the same time a report of the previous year's budget will be made. The Kent Housing Group Budget will be monitored by the Executive Board on a quarterly basis.</p>
<p><b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b></p>	<p><b>Performance Monitoring Arrangements</b> - In addition from time to time KHG will set up task and finish groups to undertake specific pieces of work identified by KHG and/or the Executive Board to be required to benefit the majority of members. These will have a clear brief on the outputs/outcomes required and will report to the Executive Board in the first instance before wider presentation to KHG.</p> <p><b>Review of Partnership Agreements</b> - The Chair of the Kent Housing Group will also Chair the KHG Executive Board and will serve a period of two years from election.</p>

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<p><b>Continued</b>  <b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b></p>	<p>The Chair will alternate between Local Authority and Housing Association representatives. The Vice-Chair role will also be elected every two years and will of necessity alternate between the Local Authority and Housing Association.</p> <p>Elections will be held every two years at the full KHG Meeting in January with the Vice-Chair standing for Chair.</p> <p>All reporting will feedback ultimately to the Kent Forum.</p>		
<p><b>Risk Assessment</b></p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>		
<p><b>Safeguarding Obligations</b></p>	<p>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.</p>		
<p><b>Date Partnership Created / Approved by Cabinet</b></p>	<p>April 2008</p>	<p><b>Date Partnership Terminates (if applicable)</b></p>	<p>N/A</p>

Significant partnership

Other partnership

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<b>Name of Partnership</b>	<b>Kent &amp; Medway Sustainable Energy Partnership (KMSEP)</b>
<b>Responsible Officer</b>	Wale Adetoro, Assistant Director (Housing Policy & Management)
<b>Lead Member(s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	<p>The KMSEP is an executive level group providing overall direction for the establishment of Energy Company Obligation (ECO) and Renewal and Sustainable energy for Kent and Medway.</p> <p>Its overarching purpose is to work in partnership to:</p> <ul style="list-style-type: none"> <li>• ensure residents and businesses get a clear and consistent message about what ECO is and the best options available to them;</li> <li>• tackle fuel poverty by drawing in as much ECO and other funding to Kent as possible;</li> <li>• support our local network of SMEs and take advantage of economic growth and opportunities in the sector; and</li> <li>• Reduce carbon emissions in Kent &amp; Medway.</li> </ul> <p>The KMSEP will also work with advocacy groups such as Age UK, Citizens Advice Bureau, Home Improvement Agencies, Kent Fire &amp; Rescue and PCTs in delivering aims from the Government's Fuel Poverty Strategy, also the Kent Health and Affordable Warmth Steering Group and working with Public Health agencies.</p>
<b>Expected outcomes</b>	To work towards the Government's targets under the Energy Act 2011 and the Climate Change Act 2008. Delivering at local level through the Climate Local Kent/Kent Environment Strategy.
<b>Links to GBC Corporate Objectives</b>	<p><b>Corporate Objective #1: People</b></p> <ul style="list-style-type: none"> <li>• carbon neutral borough</li> <li>• improve the local environment</li> </ul> <p><b>Corporate Objective #2: Place</b></p> <ul style="list-style-type: none"> <li>• improve economic conditions</li> <li>• develop a cohesive and resilient community</li> </ul>
<b>GBC Resources (financial, officer, assets etc)</b>	<ul style="list-style-type: none"> <li>• Officer time to attend: Steering Group Meetings; Project Board Meetings; GBC Project Delivery Group Meetings and Communications Meetings and any future procurement/bids.</li> <li>• Engage and help deliver energy measures within the borough through the partnership working in the domestic sector.</li> </ul>
<b>Partnership membership</b>	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.
<b>Governance arrangements</b>	<p>The Partnership has agreed to work together on projects as detailed in its Memorandum of Understanding (MoU) agreement/Framework Service Agreement/Form of Service Contract.</p> <p>To ensure consistency, the partnership's structure will mesh with the existing governance structures developed to deliver strategies such as the Kent Environment Strategy and Kent and Medway Housing Strategy. The partnership will therefore include members of the Kent Environment Champions Group and Kent Housing Group, ultimately reporting back to the Kent Forum.</p> <p>A project board is set up to oversee the programme as a whole and enable key decision making. Key decisions will be made through the project board with consultation and ratification by the partnership group as a whole.</p>



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<b>Governance arrangements</b> <i>continued</i>	Any communications, minutes and agendas from the board will be circulated to all partnership members and comments will be sought prior to meetings. Through a transparent communication network, all stakeholders will have the opportunity to be involved and will be able to track the partnership's achievements.		
<b>Financial reporting arrangements and timeframe for reporting</b>	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.		
<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	<p>Twice yearly review of partnership and its delivery through the Project Board meetings.</p> <p>Annual Steering Group meeting for the whole partnership co-ordination and delivery.</p> <p>Where required extra meetings on important issues that arise.</p> <p>All reporting will feedback ultimately to the Kent Forum.</p>		
<b>Risk Assessment</b>	<p>Identify opportunities and drivers, such as relevant targets, new HECA requirements, ECO eligible households, business opportunities, skills gaps etc.</p> <p>Without affecting any of its rights or remedies, either party to the Service Contract may terminate it with immediate effect by giving written notice to the other party.</p>		
<b>Safeguarding Obligations</b>	There is no impact anticipated with this partnership.		
<b>Date Partnership Created / Approved by Cabinet</b>	Start date of Partnership – 20.07.2012	<b>Date Partnership Terminates (if applicable)</b>	September 2020

Significant partnership

Other partnership

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<b>Name of Partnership</b>	<b>Kent 'No Use Empty' Initiative</b>
<b>Responsible Officer</b>	Sharon Donald, New Homes Development and Strategy Manager Simon Doherty, Project Surveyor
<b>Lead Member(s)</b>	Councillor Jenny Wallace, Lead Member for Housing
<b>Statutory Status</b>	N/A
<b>Aims and objectives of partnership</b>	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.
<b>Expected outcomes</b>	<ul style="list-style-type: none"> <li>Reducing the number of empty properties in the borough and increasing a limited housing resource.</li> <li>Funds received from the New Homes Bonus being used for community improvements.</li> </ul>
<b>Links to GBC Corporate Objectives</b>	<p><b>Corporate Objective: #1 People</b></p> <ul style="list-style-type: none"> <li>provide a proactive, supportive and financially efficient housing service</li> <li>enforce a high quality of private housing</li> </ul> <p><b>Corporate Objective: #2 Place</b></p> <ul style="list-style-type: none"> <li>improve economic conditions</li> <li>positively promote sustainable development</li> </ul>
<b>GBC Resources (financial, officer, assets etc)</b>	GBC staff resources will be varied dependent upon interest and take up of loans. There is no specific budget implication for Gravesham Borough Council.
<b>Partnership membership</b>	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.
<b>Governance arrangements</b>	<p>A contract/agreement is in place between Kent County Council and Gravesham Borough Council which sets out the responsibilities of each authority and liabilities in relation to the No Use Empty Initiative interest free loans. KCC intend to issue loans to applicants referred to them by Gravesham Borough Council. KCC will indemnify Gravesham Borough Council against all financial risk associated with the scheme and will place a charge on the property via Land Registry prior to the release of any loans.</p> <p>Kent County Council has its own internal procedure, policies and decision making process to comply with in terms of the scheme as a whole and undertake the necessary checks on the title, local land charges, value of the land offered as security and as part of the loan process.</p> <p>Eligibility for new members to the Kent Country Council No Use Empty Initiative is the responsibility of Kent County Council.</p>
<b>Financial reporting arrangements and timeframe for reporting</b>	<p>Loans are provided directly by Kent County Council No Use Empty Initiative to help owners of empty properties bring them up to a saleable/lettable standard.</p> <p>Each loan goes through an internal risk assessment process at Kent County Council, which includes such things the financial standing of the individual or Company, adequate finance including KCC loan to complete project, ID checks for money laundering purposes, independent RICs valuation to confirm property offered is adequate security for the loan.</p>

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<b>Continued Financial reporting arrangements and timeframe for reporting</b>	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.		
<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	On-going monitoring of active cases. Monthly monitoring of incentive through Empty Property Working Group.		
<b>Risk Assessment</b>	<p>Low risk. The initiative has been running for 10+ years with all twelve districts across Kent participating.</p> <p>The loans are provided by Kent No Use Empty and the partnership agreement will indemnify Gravesham against all financial risk that may be associated with the initiative.</p>		
<b>Safeguarding Obligations</b>	<p>The partnership can have a positive impact on owners of empty properties who are not able to deal with the property themselves. This can happen for many reasons such as an emotional attachment to the property or mental health and/or physical health issues.</p> <p>Where necessary, members work with other agencies to help vulnerable owners find an appropriate path to bringing their property back into use.</p> <p>Should a safeguarding issue be brought to the attention of members, it would be raised at Director level (Housing and Operations).</p>		
<b>Date Partnership Created / Approved by Cabinet</b>	Cabinet Committee approval – 15 September 2011	<b>Date Partnership Terminates (if applicable)</b>	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.

<b>Term Used</b>	<b>Meaning</b>
<b>Annual Governance Review</b>	This is a review that is undertaken each year in order to assess the council's overall governance arrangements.
<b>Annual Report</b>	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.
<b>Audit &amp; Counter Fraud Plan</b>	The Audit & Counter Fraud Plan is a document which sets out the work plan for the team for the forthcoming financial year.
<b>BAME communities</b>	Black Asian Minority Ethnic communities
<b>BEIS</b>	Department for Business, Energy and Industrial Strategy - the UK Government department responsible for business, industrial strategy, science, innovation, energy, and climate change
<b>Business Continuity Plan</b>	A plan that sets out how an organisation will respond and manage business disruption in case of unforeseen events.
<b>Business Plan</b>	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.
<b>CCG</b>	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.
<b>CCTV</b>	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
<b>CIPFA</b>	The Chartered Institute of Public Finance and Accountancy (CIPFA) - the professional body for people in public finance.
<b>Children Act 2004</b>	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.
<b>Choices</b>	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.
<b>Climate Change Act 2008</b>	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.
<b>Code of Practice</b>	Written guidelines issued by the partnership to its members to help them comply with the standards expected of the partnership.
<b>Cohesion Plus</b>	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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<b>Term Used</b>	<b>Meaning</b>
<b>Community Safety Fund</b>	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.
<b>Community Safety Plan</b>	A plan that outlines how the partnership aim to address the five key priorities for the Gravesham area.
<b>Company Limited by Guarantee</b>	An alternative type of corporation used primarily for non-profit organisations that require a legal framework.
<b>Constitution</b>	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.
<b>Corporate Plan</b>	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.
<b>CROW Act</b>	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'.
<b>CVSNWK</b>	Council for Voluntary Services North West Kent
<b>DCLG</b>	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.
<b>DEFRA</b>	Department for Environment, Food and Rural Affairs (DEFRA) – the UK government department responsible for policy and regulations on environmental, food and rural issues.
<b>EHO</b>	Environmental Health Officer
<b>Emissions Inventory</b>	An emission inventory is an account of the amount of pollutants discharged into the atmosphere within the area.
<b>Energy Act 2011</b>	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.
<b>Energy Company Obligation</b>	The Energy Company Obligation (ECO) is a government energy efficiency scheme in Great Britain to help reduce carbon emissions and tackle fuel poverty.
<b>Energy Saving Trust</b>	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.
<b>Environment Act 1995</b>	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.
<b>Financial Conduct Authority</b>	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.

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<b>Term Used</b>	<b>Meaning</b>
<b>FTE</b>	Full-time Equivalent (FTE) – the number of full-time equivalent staff that are working in the partnership.
<b>HCA</b>	The Homes and Communities Agency (HCA) is the national housing and regeneration delivery agency for England.
<b>Health &amp; Social Care Act 2012</b>	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.
<b>Home Energy Conservation Act 1995 (HECA)</b>	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.
<b>Homelessness Act 2002</b>	An Act to make further provision about the functions of local housing authorities relating to homelessness and the allocation of housing accommodation.
<b>Home Office</b>	The Home Office is the lead government department for immigration, passports, counter-terrorism, policing, drugs and crime.
<b>Housing Act 1985</b>	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
<b>ICO</b>	Information Commissioner's Office
<b>ICT</b>	Information Communications Technology (ICT).
<b>Jobcentre Plus</b>	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.
<b>Kent Waste Strategy</b>	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).
<b>Landlord and Tenant Act 1985</b>	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.
<b>Local Government Act 1972</b>	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.
<b>Local Government Act 2000</b>	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.
<b>LGA</b>	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.
<b>Localism Act 2011</b>	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.

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<b>Term Used</b>	<b>Meaning</b>
<b>Memorandum of Understanding/ Agreement (MOU)</b>	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.
<b>NACAB</b>	National Association of Citizens' Advice Bureaux
<b>National Air Quality Strategy</b>	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.
<b>Naturally Active Programme</b>	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.
<b>New Homes Bonus</b>	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.
<b>Partnership Agreement</b>	An agreement between the relevant partners setting out how the partnership will operate and the commitment each will make to the partnership.
<b>Prince2</b>	This is a project management method which covers the management, control and organisation of a project.
<b>Police Crime Commissioner</b>	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
<b>Police and Justice Act 2006</b>	An act extending police powers and granting the Home Office greater control over operational policing.
<b>Radionet</b>	A system of radio stations operating with each other in order to ensure fast communication across a wide ranging area
<b>Registered Social Landlord</b>	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.
<b>S151 Responsibilities</b>	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).
<b>Section 106</b>	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.
<b>Service Level Agreement (SLA)</b>	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.

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<b>Term Used</b>	<b>Meaning</b>
<b>Shared Service Agreement</b>	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.
<b>Significant partnership</b>	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.
<b>SMEs</b>	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.
<b>Steering Group</b>	A steering group is a group of senior officers/partners who oversee the delivery of a project or partnership initiative.
<b>Strategic Assessment</b>	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.
<b>Talking the Walk</b>	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
<b>Terms of Reference</b>	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.
<b>TUPE</b>	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.
<b>Unilateral Agreement</b>	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.
<b>VAWG</b>	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.