



GRAVESHAM BOROUGH COUNCIL

Corporate Register of Partnerships and Shared Working Arrangements

July 2022

A summary of partnership and shared working
arrangements

**Operational Services
Cabinet 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 the council’s Corporate objectives”***.

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

“A partnership for which there is a council resource provision of £50,000 or greater or one that is fundamental to the delivery of a corporate objective as established within the council’s Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council’s key corporate goals would not occur. This will also include those partnerships that have been established to deliver legal or statutory requirements on behalf of the council.”

The council is currently involved in the following partnerships:

Page Ref.	Name of Partnership	Significant
3	Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership	✓
6	Kent & Medway Air Quality Partnership	
9	Kent Resource Partnership	✓

Shared Working Arrangements

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

Page Ref.	Name of Partnership
11	Licensing Shared Service

Glossary of Terms (Page 13)

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	Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership
Responsible Officer	Wendy Lane Assistant Director (Planning)
Lead Member(s)	Councillor Lee Croxton Lead Member for Operational Services
Statutory Status	Statutory Partnership
Aims and objectives of partnership	To secure the conservation and enhancement of the Kent Downs AONB whilst supporting the social and economic wellbeing of its communities. Objectives: (1) to help realise the strategic vision for the Kent Downs AONB, and to oversee the Kent Downs AONB Management Plan; (2) to provide advice to those of its members with statutory responsibilities for the effective management of the Kent Downs AONB.
Expected outcomes	(1) A secure and more independent Kent Downs AONB Partnership. (2) A Kent Downs AONB Partnership which is recognised as 'The Champion' for the AONB. (3) The delivery of a well-supported Kent Downs AONB Management Plan through partners and focussed Kent Downs AONB led projects.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <ul style="list-style-type: none"> improve the local environment create clean, welcoming neighbourhoods and parks, and an attractive town centre <p>Objective #2 Place</p> <ul style="list-style-type: none"> enhance the vibrancy of the Gravesham economy raise Gravesham's economic profile improve economic conditions improve resident well-being enhance the borough's cultural offer <p>GBC has a statutory duty placed upon it to act jointly, in partnership with other local authorities to prepare and review an AONB Management Plan under the Countryside and Rights of Way Act 2000. GBC also has a statutory 'duty of regard' placed on it towards the purposes of the AONB in all of its functions – the AONB Management Unit assists with this work in partnership with the other member local authorities. CROW act requires a Management Plan reviewed on a 5 year cycle.</p>
GBC Resources (financial, officer, assets etc.)	<p>Financial: annual contribution of £4,138 as a standstill budget to be reviewed annually. This matches all other AONB Kent district local authorities and is around 1.3% of the AONB Management Unit's £310,641 core budget; 72% coming from DEFRA and 28% coming from Natural England.</p> <p>In April 2022, an email was received from the AONB unit raising concerns over future funding, because the EU funding, was has been a financial mainstay to implement the vision aims and principles of the AONB Management Plan, comes to an end in March 2023. The email advises that this issue would be the main agenda item for the Joint Advisory Committee in June.</p> <p>Human Resources: 1 officer and 1 member attendance (twice yearly) at the AONB Joint Advisory Committee (JAC). – see https://www.kentdowns.org.uk/about-us/who-we-are/joint-advisory-committee/ . Required to comment on consultation documents and take forward to adoption as appropriate with GBC.</p> <p>Use of Buildings: the Kent Downs AONB Partnership does not require use of GBC offices for the JAC Meetings. JAC Meetings are held within the AONB at various locations at no additional cost to GBC.</p>

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

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

Significant partnership

Other partnership

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Name of Partnership	Kent & Medway Air Quality Partnership
Responsible Officer	Elizabeth Thornton, Service Manager Property & Regulatory
Lead Member(s)	Councillor Lee Croxton, Lead Member for Operational Services
Statutory Status	Non-statutory Partnership (Department for the Environment, Food and Rural Affairs (DEFRA) recognised good practice)
Aims and objectives of partnership	<p>The major aims and objectives of the Partnership are:</p> <ul style="list-style-type: none"> • Facilitate a co-ordinated approach through Kent and Medway for the Local Air Quality Management (LAQM) obligations placed on local authorities under the Environment Act 1995; • Compile, update and maintain an Emissions Inventory of air pollution sources in and around Kent, to assist with the LAQM process; • Comment on and influence the economic, planning and transport policies within the county so that air quality issues are properly considered and addressed; • Gain an understanding of the health implications associated with poor air quality and the threat it poses to the health of Kent and Medway's communities; • To promote an awareness of air quality issues by working with national agencies, neighbouring authorities, and European partners and to participate in joint initiatives to further the knowledge and understanding of air quality issues; and • Liaise with DEFRA and Government bodies to assist with the implementation of the National Air Quality Strategy.
Expected outcomes	<p>Continued partnership with all Local Authorities across Kent working closely with public health colleagues at Medway Council, Kent County Council and the UK Health Security Agency (UKHSA – Previously Public Health England).</p> <p>The Partnership is working with Kent Public Health to deliver an Awareness raising campaign around the links between air quality and health. Material for a number of key groups, i.e. professionals/decision makers, business, the general public, children/parents is being developed. This has included a toolkit for schools linked to the national curriculum. It has been completed and is available for wider use.</p> <p>The Partnership has worked with Defra funding to produce social media messages launched on 25/04/22, the first day of the newly created Kent Air Week.</p> <p>Opportunities for reduced costs and efficiency gains through joint procurement –such as is currently in place for the Kent and Medway Air Quality Monitoring Network and Local Air Quality Management Reports (LAQM)</p> <p>Opportunities to participate in external funding bids.</p> <p>Dissemination of knowledge and good practice.</p>
Links to GBC Corporate Objectives	<p>Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>

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

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

Other partnership

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Name of Partnership	Kent Resource Partnership (KRP) Members Board
Responsible Officer	Stuart Alford, Assistant Director (Operations)
Lead Member(s)	Councillor Lee Croxton, Lead Member for Operational Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>To deliver the objectives of the Kent Waste Strategy:</p> <ol style="list-style-type: none"> 1. Maximising the Value of Resources <ol style="list-style-type: none"> a. To recycle at least 50% across Kent by 2022/23. b. To reduce residual waste collected across Kent. c. No more than 2% of Kent's waste to go to landfill. d. Joint approach to use of third sector & charities /to deliver reuse of bulky waste. e. Explore the possibility of implementing recycling on the go. 2. Value for Money for Kent Taxpayers <ol style="list-style-type: none"> a. Develop a joint approach to tackle litter and fly tipping. Working with appropriate partners such as Highways England. b. Sharing resources and providing joint communication campaigns for recycling, littering and fly tipping. c. Joint working to deliver first class health & safety standards across the county. 3. Engagement, Collaboration and Partnership Working <ol style="list-style-type: none"> a. Maximise engagement with national and local government and those operating across the supply chain. b. Produce an annual report that reflects the focus and priorities of the previous year. c. The partnership's strategy to be fully reviewed in 2022/23. 4. Future Thinking <ol style="list-style-type: none"> a. Aligning with key policies such as EU circular economy package, environment plan and imminent resource and waste strategy. b. Developing other metrics and means to focus on quality and value of resources. c. Consider requirements to secure infrastructure to enhance and develop the local resource management and waste facilities. <p>Look at the development of a consistent collection specification across all councils.</p>
Expected outcomes	<p>The expected outcomes of the partnership are:</p> <ul style="list-style-type: none"> • To strengthen co-operation and joint-working across the councils in the partnership; and • An increased awareness across the county of waste and recycling service including waste minimisation.
Links to GBC Corporate Objectives	<p>Objective #1 People Progress</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>

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GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> A budget of £288,250 is available for the Kent Resource Partnership in 2022/23. Gravesham Borough Council contributes £15,000 per year towards this overall budget. Officer and Member time from the Cabinet Portfolio Holder(s) and Director or Assistant Director. 		
Partnership membership	All local authorities in Kent		
Governance arrangements	<p>The Kent Resource Partnership has an Operating Framework in place. The framework sets out the governance arrangements for the partnership as a whole including (but not limited to):</p> <ul style="list-style-type: none"> Setting the scope of works for the partnership around three key areas; waste collection and waste disposal functions, street cleansing functions and environmental enforcement functions; Setting out the strategic structure within which the Kent Resource partnership operates; Providing details of the specific governance of the Members' Board; frequency of meetings, agenda arrangements, quorum details, chair and vice-chair selection, decision making process etc.; Providing details of the Officers' Advisory Group and the Operational Review & Improvement Group in a similar fashion to the Members' Board above; and Details of the resources available to the partnership along with the expected contribution from partner organisations. 		
Financial reporting arrangements and timeframe for reporting	<p>The Kent Resource Partnership agrees a Budget Plan and a Delivery Plan on an annual basis.</p> <p>Kent Resource Partnership Members' Board is provided with financial updates three times a year when it meets.</p>		
Performance monitoring arrangements and details of formal review of partnership arrangements.	The Partnership is reviewed annually and performance information is reported every quarter.		
Risk Assessment	--		
Safeguarding Obligations	N/A		
Equalities Obligations	The Partnership works with the community to ensure that all services across Kent are inclusive and accessible for all.		
Climate Change Considerations	Within the Kent Resource Partnership there are actions to increase recycling and work on carbon reduction initiatives whether that be alternate fuelled vehicles or reduced transportation of waste across the County or Country.		
Date Partnership Created / Approved by Cabinet	12 March 2007	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

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

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

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
Business Continuity Plan	A plan that sets out how an organisation will respond and manage business disruption in case of unforeseen events.
Constitution	A document which sets out the fundamental rules governing the conduct of the partnership. It may also include details of the concept and structure of the partnership.
Corporate Plan	A document which sets out Gravesham Borough Council's corporate priorities for a period of years and provides details of the actions to be undertaken towards achieving those objectives.
Countryside and Rights of Way Act 2000	The Countryside and Rights of Way Act 2000 normally gives a public right of access to land mapped as 'open country' (mountain, moor, heath and down) or registered common land. These areas are known as 'open access land'.
DEFRA	Department for Environment, Food and Rural Affairs (DEFRA) – the UK government department responsible for policy and regulations on environmental, food and rural issues.
Joint Committee	A committee made up of representatives from all partners involved in an arrangement.
Local Air Quality Management (LAQM)	The LAQM process places an obligation on all local authorities to regularly review and assess air quality in their areas.
Management Plan	A management plan is a document that outlines how a management team will direct resources to achieve objectives
Memorandum of Understanding (MOU)	A written document describing the roles and responsibilities of two (or more) parties on a particular venture. An MOU is less formal than a contract, but is often signed by the parties involved to indicate their agreement to the principles contained in the MOU. A MOU is sometimes a precursor to a formal agreement.
National Air Quality Strategy	The National Air Quality Strategy (NAQS) was established as part of the UK Government's 1995 Strategic Policy for Air Quality Management. It uses health based standards as a framework to control the levels of seven designated air pollutants of seven air pollutants that are known to have adverse health effects.
Natural England	Natural England is an executive non-departmental public body, sponsored by the Department for Environment, Food & Rural Affairs. Their role is to advise the government on the natural environment in England.
Operating Framework	A guide to a company's/organisation's policies, goals, standards, procedures and training.
Partnership	The council defines a partnership as "an agreement between the Council and one or more independent bodies to work together to achieve the council's Corporate objectives".
Risk Register	A risk register is a table of project risks that allows you to track each identified risk and any vital information about it.

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Term Used	Meaning
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.
Shared Working Arrangement	Arrangements put in place to jointly deliver services across one or more local authorities.
Significant Partnership	A partnership for which there is a council resource provision of £50,000 or greater or one that is fundamental to the delivery of a corporate objective as established within the council's Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council's key corporate goals would not occur. This will also include those partnerships that have been established to deliver legal or statutory requirements on behalf of the council.
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.