



GRAVESHAM BOROUGH COUNCIL

Corporate Register of Partnerships and Shared Working Arrangements

July 2023

A summary of partnership and shared working
arrangements

Housing Services Cabinet Committee

Gravesham Borough Council

Register of Partnerships and Shared Working Arrangements

July 2023

- 2 -

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	Energy Saving Trust Advice Centre (ESTAC) (Careline Services)	
5	Gravesham Community Investment Partnership	✓
8	Greater South East Energy Hub	
10	Kent Energy Efficiency Partnership (KEEP)	
12	Kent Homechoice	✓
15	Kent Housing Group	
18	Kent & Medway Sustainable Energy Partnership (KMSEP)	
20	Kent ‘No Use Empty’ Initiative	
22	Rough Sleeping Partnership	✓

Glossary of Terms (Page 25)

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.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Energy Saving Trust Advice Centre (ESTAC) (Careline Services)
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>Free and impartial advice to householders on behalf of the Energy Saving Trust. The partnership enables the following aims through energy efficiency work:</p> <ul style="list-style-type: none"> • Local grant scheme access including renewable energy; • Government grant schemes; • Promotion and referrals to Energy Company Obligation; • Written energy advice for householders; • Marketing services / Media relations; • Strategic support to reduce fuel poverty both locally and nationally; • Project & partnership development. <p>Enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.</p>
Expected outcomes	<p>To reduce fuel poverty as per the Home Energy Conservation Act 1995 (HECA) and reduce carbon emissions.</p> <p>To work alongside the Kent Fuel Poverty Strategy and Fuel Poverty Strategy for England.</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>
GBC Resources (financial, officer, assets etc.)	Officer time to assist with aims listed above.
Partnership membership	Kent County Council (KCC) and all Kent district councils.
Governance arrangements	The governance arrangement as set out in the Business Plan and Housing Services Plan. To seek to provide suitable housing to meet the vulnerability needs within the borough. This will be through sign posting to The Department for Business, Energy & Industrial Strategy (BEIS) funded organisation. Advice and help will be provided to all residents when looking at energy matters, including fuel poverty, renewable and sustainable energy.
Financial reporting arrangements and timeframe for reporting	Reporting in the English Local Authority Statistics on Housing (ELASH, MHCLG), Home Energy Conservation Act 1995 (BEIS), Chartered Institute of Public Finance and Accountancy (CIPFA) and local performance indicators. Quarterly and annual reporting.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance reviewed annually with Kent Energy Efficiency Partnership and Gravesham Borough Council on own borough wide schemes.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Risk Assessment	Not a statutory duty but is recognised as being best practice by the Energy Saving Trust, BEIS and all the Kent Local Authorities including KCC. Not funding risks detriment to National Indicators and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.		
Safeguarding Obligations	This partnership is intended to have a positive impact on the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions. The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.		
Date Partnership Created / Approved by Cabinet	September 2009	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Gravesham Community Investment Partnership
Responsible Officer	Daniel Killian, Director (Housing)
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing
Statutory Status	There is no statutory requirement for this partnership. It will however contribute to delivery of the council's housing targets. The partnership has been established as a Limited Liability Partnerships (LLP).
Aims and objectives of partnership	The aims of the partnership are to deliver growth and regeneration by the acquisition, marketing and disposal of sites which will create successful and thriving communities, to make the best and most efficient use of land owned by the council and to provide housing that meets the needs of the Borough, including affordable, social rent and private housing. The specific objectives of the partnership are to: <ul style="list-style-type: none"> - Create new communities with a focus on quality of place and integration of existing communities (in consultation with stakeholders). - Achieve timely delivery of a range of housing tenures that reflect local need, including affordable, social and private housing for sale, to help meet demand. - Create a revenue return or capital receipt for the council, with the flexibility for the council to make a decision on this on a scheme-by-scheme basis. - Develop a long-term programme for the delivery of housing in the borough to give flexibility to Members on their investment return. - Review options for estate renewal and regeneration within the borough.
Expected outcomes	Specifically for the community, it is anticipated that the partnership will deliver housing for local people within the borough of Gravesham both through the provision of social housing and private housing. Specifically for the council, it is anticipated that the partnership will provide a return commensurate to the investment and level of risk associated with the investment,
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i> The Corporate Plan (2019-2023) identifies the need for an 'ambitious and diverse programme of building' to ensure that local housing needs can be met. This partnership supports delivery of this objective.
GBC Resources (financial, officer, assets etc)	The council has four representatives on the partnership Board; two elected Members and two senior council officers. Funding for the partnership projects will be dependent on the provision of an approved Investment Plan and/or Project Plan and only at this stage will a drawdown request be made to <u>each</u> of the Members.
Partnership membership	Gravesham Borough Council and Hill Partnerships Limited

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

<p>Governance arrangements</p>	<p>The Investment Partnership will be overseen by a Board, initially made up of seven Members (four from GBC and three from Hill). The Chair of the Board will be appointed by the Board. Board meetings are to be held monthly for the first 12 months and at least every three months thereafter.</p> <p>The Investment Partnership is served by a small project team (an Investment Team) as directed by the Board. The Investment Team will consist of at least two representatives from GBC and Hill, although both are permitted to appoint a maximum of three representatives to the Investment team. The Investment Team manages the operation of the partnership with representatives overseeing the consultants and supply chain.</p> <p>A formal agreement is in place (signed February 2023) which sets out detailed governance arrangements in place for the partnership. The formal agreement sets out the exit arrangements should either party wish to withdraw from the partnership.</p> <p>The Investment Partnership will have a Business Plan, the first of which will be put in place six months after the formal agreement is signed and will then be reviewed on at least an annual basis, or more frequently where new projects are approved.</p>
<p>Financial reporting arrangements and timeframe for reporting</p>	<p>The partnership has its own specific financial account, and all payments must be jointly approved by GBC and Hill Group. The partnership has authority to borrow monies as necessary, subject to approval of the Members.</p> <p>Draft annual accounts are to be provided to the council's S151 officer for the partnership and any subsidiary bodies within 6 weeks of the end of the accounting period with annual audited accounts 14 weeks after the end of the accounting period.</p> <p>Quarterly management accounts will also be provided within three weeks of the end of the accounting period.</p>
<p>Performance monitoring arrangements and details of formal review of partnership arrangements.</p>	<p>Performance of the partnership will be monitored by the partnership Board which has representation from the council at both an elected Member and senior officer level.</p> <p>Update reports will be provided to the Cabinet as required throughout the term of the partnership.</p>
<p>Risk Assessment</p>	<p>Whilst establishing an Investment Partnership is deemed to be a positive step forward for the Council, it must be noted that it does not mitigate any of the risks associated with the development of housing such as contaminated land, increasing build costs, etc. The IP does allow these risks to be shared with the partner and to be effectively mitigated with the Council benefiting from the development skills, experience, knowledge, and staff capacity of the partner.</p> <p>The Hill Group have also already established a successful Investment Partnership in Cambridge and as such, have experience in this field.</p>
<p>Safeguarding Obligations</p>	<p>There are no specific Safeguarding obligations resulting from this partnership.</p>
<p>Equalities Obligations</p>	<p>There are no direct equality implications in establishing an Investment Partnership, but the redevelopment of individual sites and the effective realisation of the Council's land and property assets will release funding to assist the Council to pursue its equality policies.</p>
<p>Climate Change Considerations</p>	<p>The Council's Climate Change Strategy and Delivery Plan include the specific intention of the council to ensure that all projects to deliver new council-owned housing target the achievement of net zero standards and include provision for electric vehicle charging. This principle will be adopted by any Investment Partnership established by the council.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

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

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Greater South East Energy Hub
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<p>Funding assistance for Sustainable Warmth funding;</p> <ul style="list-style-type: none"> • Assistance with accessing Sustainable warmth funding • Support to run the project • Support with advertising • Fully running the referral program
Expected outcomes	<p>To reduce fuel poverty as per the Home Energy Conservation Act 1995 (HECA) and reduce carbon emissions.</p> <p>To enable low income, vulnerable private households upgrade their insulation measures ensuring a warm and environmentally sound property.</p>
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>
GBC Resources (financial, officer, assets etc.)	Officer time to assist with aims listed above.
Partnership membership	Most Kent district councils.
Governance arrangements	The governance arrangement as set out in the Business Plan and Housing Services Plan. To seek to provide suitable housing to meet the vulnerability needs within the borough. This will be through sign posting to The Department for Business, Energy & Industrial Strategy (BEIS) funded organisation. Advice and help will be provided to all residents when looking at energy matters, including fuel poverty, renewable and sustainable energy.
Financial reporting arrangements and timeframe for reporting	Reporting in the English Local Authority Statistics on Housing (ELASH, DLUCH), Home Energy Conservation Act 1995 (BEIS), Chartered Institute of Public Finance and Accountancy (CIPFA) and local performance indicators. Quarterly and annual reporting.
Performance monitoring arrangements and details of formal review of partnership arrangements.	Performance reviewed monthly and quarterly with the Greater South East Energy Hub
Risk Assessment	Not a statutory duty but is recognised as being best practice by the Energy Saving Trust, BEIS and all the Kent Local Authorities including KCC. Not funding risks detriment to National Indicators and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.
Safeguarding Obligations	This partnership is intended to have a positive impact on the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by enabling vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions. The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.		
Date Partnership Created / Approved by Cabinet	June 2021	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Kent Energy Efficiency Partnership (KEEP)
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory Partnership
Aims and objectives of partnership	Co-ordinating a range of initiatives to cut CO ² emissions, reduce fuel poverty and support delivery of government environmental targets via partnership working through all the Kent local authorities and the Energy Saving Trust Advice Centre (ESTAC). Levy funding for Kent to encourage take up of sustainable energy measures and to eliminate fuel poverty.
Expected outcomes	To work towards the relevant government performance standards including the Home Energy Conservation Act 1995 (HECA). To work alongside the Kent Fuel Poverty Strategy and Fuel Poverty Strategy for England.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	Officer time to attend and chair bi-monthly meetings and to engage in future schemes with other partners. Manager time to attend training/conference days to acknowledge guidance in helping the government reach its targets under the Energy Act 2011 and the Climate Change Act 2008. To help develop policies/strategies for GBC and Kent.
Partnership membership	All local authorities in Kent, including Kent County Council.
Governance arrangements	The governance arrangements for the partnership are set out in the group constitution. The purpose of the group is to improve the council's and private sector housing stock through energy efficiency measures to deliver aims, objectives and targets identified in The Department for Business, Energy & Industrial Strategy (BEIS) returns. The constitution sets out: <ul style="list-style-type: none"> • Each local authority will have a representative from their local authority who will assist in delivering energy initiatives across Kent and their local area; • Regular meetings including workshops to discuss current issues, share 'Best Practice', review progress of on-going projects and circulate case studies where necessary; • Encouraging working partnerships between local authorities and other agencies in the public, private and voluntary sectors; • Where appropriate, assist with securing funding and services for works and projects within the Region; • Taking forward new local, regional and national initiatives on issues relating to the purpose of the partnership; and • Annual nomination of Chair.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Financial reporting arrangements and timeframe for reporting	Reporting to the Chartered Institute of Public Finance and Accountancy (CIPFA) and The Department for Business, Energy & Industrial Strategy (BEIS) and through performance indicators.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	Annual review of partnership Terms of Reference.		
Risk Assessment	Delivery of energy efficiency initiatives in Gravesham and Kent wide could be at risk without a delivery vehicle such as this. Not funding risks detriment to National Targets and Performance Indicators related to energy efficiency and additional burden on GBC staff to provide advice and guidance.		
Safeguarding Obligations	There is no impact anticipated with this partnership.		
Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions. The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.		
Date Partnership Created / Approved by Cabinet	1997	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Kent Home Choice
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Statutory – The Homelessness Act 2002
Aims and objectives of partnership	<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"> 1) To meet the particulars of the “Choice Based Lettings Code of Guidance”. 2) Ensure we have introduced an “<i>advertising scheme</i>” (<i>Choice Based Letting</i>). 3) Publish a statement in our allocation scheme about our commitment to offering choice to applicants wherever possible. 4) Provides guidance on how to implement a choice based lettings scheme. 5) Ensure we adhere and have the ability to log data relating to the Homelessness Reduction Act 2017
Expected outcomes	<ol style="list-style-type: none"> 1) Ensure compliance with statutory obligation. 2) Provide more choice to all applicants on the housing register applying for housing with the authority’s area. 3) Ensure “Kent best practice” by working in partnership with other Local Authorities and Housing Providers to develop a Kent wide scheme. 4) Delivery of a more open, audited, allocations process to all housing applicants.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>
GBC Resources (financial, officer, assets etc.)	<p>Financial: The council makes a contribution of £18,000 each year to the Kent Partnership. This can be increased dependent on required enhancements.</p> <p>Human Resources: Team of three full time Allocation Officers to advertise vacancies, assess applications for housing, monitor the housing register, and shortlist applicants for nominations to housing.</p> <p>Use of Buildings and resources: The Allocations Team is on the first floor of the Civic Centre and has full access to IT systems, the internet and telephone systems.</p>
Partnership membership	<p>Development Members of Locata and from the 1 July 2023 Huume who will be the new software provider (although Locata will run until the end of August 2023). The organisation which owns maintains and develops the IT and Software system that allows Kent Home Choice to operate as an integrated, standalone computer database in the advertising of all properties, and the holding of the details of all applicants and histories of bids made on all council premises advertised. Also produces the auditing information regarding performance and value for money of the Kent Home Choice system. Other members include all other Kent Local Authorities, including Medway and Registered Providers operating within the county.</p>

<p>Governance arrangements</p>	<p>Locata/Huume 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"> • A board consisting of all Kent District Council senior officer representatives created to oversee and observe the observation by Locata of all statutory and best practice requirements of the Homelessness Act 2002. • The Users Group. A combined body of all “development members” of Kent Home Choice. Made up of the individual Local Authorities running the scheme. The Group looks at, and joint works with technical issues such as software upgrades, failures in the IT system, the implementation of any additional database reports, or any practical failures of the Home Choice system in service provision of the stated aims of compliancy with the 2002 Act.
<p>Financial reporting arrangements and timeframe for reporting</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>Performance monitoring arrangements and details of formal review of partnership arrangements.</p>	<p>Performance Monitoring Arrangements: Locata and Huume provide an auditing service which provides regular fortnightly, monthly, quarterly and yearly statistics on the performance of the system. These reports detail the number of properties advertised, let and the time taken to let them. The number of applicants, their personal household details, how long on the waiting list and the amount of offers/bids they have made. The system also breaks down performance, regionally, by authority, by property type, by gender and by age.</p> <p>Review of Partnership Agreements Yearly. With a budgetary and Service review of the Locata System being carried out and for Huume once the system goes live. All members are required to agree afresh the terms of the Service, costs, provisions and technical requirements of the system. In actuality these are likely to be based on any changes in legislation, fit for purpose, technical failures and budgetary restraints.</p>
<p>Risk Assessment</p>	<p>Kent Home Choice is an independent standalone system run by the Locata organisation and Huume from the 1 July 2023 As a “bought in” service, it has its own Business Continuity Plan. And will run independently of Gravesham Borough Council in the event of a major incident.</p> <p>Gravesham Borough Council’s Business Continuity Plan covers the absence of the Allocations Team in a major incident.</p>
<p>Safeguarding Obligations</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>Equalities Obligations</p>	<p>Help everyone to make use of the services to which they are entitled Give information and advice in the most suitable ways Monitor and evaluate services to identify whether they are meeting people’s needs</p> <p>There are no negative impacts to in terms of the nine protected characteristics and Kent Home Choice have created their own equality impact assessment that is available upon request.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Climate Change Considerations		The operational way of working compliments the climate change considerations as this function is paperless and compatible to work on mobiles, tablets from the home avoiding customers the need to travel to locations.	
Date Created / Approved by Cabinet	2007	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Kent Housing Group
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing
Statutory Status	Statutory – The Housing Act 1985, Local Government and Housing Act 1989, Landlord and Tenant Act 1985 and The Localism Act.
Aims and objectives of partnership	<p>Aim: To allow Gravesham Borough Council to abide to the above legislation to ensure that our policies provide/promote collaborative working, sharing expertise and resource to bring efficiencies to common areas of work, that add value to the outcomes, and produces value for money for members, residents and communities we serve.</p> <p>Aim also includes:</p> <ol style="list-style-type: none"> 1) Provide strategic leadership – shaping and setting the housing agenda; 2) To build relationships and influence decisions for the benefit of Kent; 3) To draw in resources from both traditional and alternative sources; 4) To work together to improve the supply and quality of affordable homes; and 5) To create sustainable communities in Kent. <p>Objectives:</p> <ol style="list-style-type: none"> 1) Share good practice and understanding of the housing market in Kent and Medway; 2) Ensure there is a supply of good quality new homes to respond to need and existing social/affordable and private rented homes are managed to a high standard; 3) To develop shared practice and ways of working to increase consistency across the region, to improve access to services and standards of service delivered; and 4) To contribute the collective views of the housing sector in Kent and Medway to influence Central and Local Government policy and regulation to support our communities.
Expected outcomes	<ol style="list-style-type: none"> 1) Ensure compliance with statutory obligation. 2) The continued delivery of key infrastructure to support managed growth and housing delivery across the County. 3) The continued regeneration of our disadvantaged neighbourhoods to bring them in line with more affluent parts of the County. 4) The provision of choice and affordability in housing for the citizens of Kent and Medway, including rural communities, which meets their needs and aspirations. 5) The managed improvement and retrofit of existing homes to make them fit for now and the future. 6) To support vulnerable people in housing need to fulfil their potential and live a high quality life through the provision of excellent housing and support services.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

<p>GBC Resources (financial, officer, assets etc.)</p>	<p>Financial: There will be an annual membership subscription to cover the cost of employing the Kent Partnership Manager(s) and/or other activities and initiatives agreed by the Group. The administration of the KHG finance will be managed by a KHG member organisation, agreed by the group. The current agreed sum due is £3,500 per member organisation per annum, KCC will pay £8,000 per annum.</p> <p>Human Resources: Director (Housing) or Service Manager for Housing Options attends three times a year Kent Housing Group meetings.</p> <ul style="list-style-type: none"> • Various sub-officer group meetings to be attended by the Housing Options Manager, and the Private Sector Housing Manager
<p>Partnership membership</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>Governance arrangements</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>Financial reporting arrangements and timeframe for reporting</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>Performance monitoring arrangements and details of formal review of partnership arrangements.</p>	<p>Performance Monitoring Arrangements – In addition from time to time KHG will set up task and finish groups to undertake specific pieces of work identified by KHG and/or the Executive Board to be required to benefit the majority of members. These will have a clear brief on the outputs/outcomes required and will report to the Executive Board in the first instance before wider presentation to KHG.</p> <p>Review of Partnership Agreements – The Chair of the Kent Housing Group will also Chair the KHG Executive Board and will serve a period of two years from election.</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>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Risk Assessment	<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>		
Safeguarding Obligations	<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>		
Equalities Obligations	<p>To ensure the council provides services fairly across all community groups To identify any barriers to service delivery in order for them to be rectified</p>		
Climate Considerations	Change	<p>Kent wide meetings are delivered on a virtual platform avoiding many officers around the South East travelling to one location.</p>	
Date Partnership Created / Approved by Cabinet	April 2008	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Kent & Medway Sustainable Energy Partnership (KMSEP)
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory partnership
Aims and objectives of partnership	<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"> • ensure residents and businesses get a clear and consistent message about what ECO is and the best options available to them; • tackle fuel poverty by drawing in as much ECO and other funding to Kent as possible; • support our local network of SMEs and take advantage of economic growth and opportunities in the sector; and • Reduce carbon emissions in Kent & Medway. <p>The KMSEP will also work with advocacy groups such as Age UK, Citizens Advice Bureau, Home Improvement Agencies, Kent Fire & Rescue and PCTs in delivering aims from the Government's Fuel Poverty Strategy, also the Kent Climate Change Network.</p>
Expected outcomes	To work towards the Government's targets under the Energy Act 2011 and the Climate Change Act 2008. Delivering at local level through the Kent Environment Strategy, Kent Energy and Low Emissions Strategy, Kent Fuel Poverty Strategy.
Links to GBC Corporate Objectives	<p>Objective #1 People</p> <p><i>A proud community; where residents call a safe, clean and attractive borough their home.</i></p>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> • Officer time to attend: Steering Group Meetings; Project Board Meetings; GBC Project Delivery Group Meetings and Communications Meetings and any future procurement/bids. • Engage and help deliver energy measures within the borough through the partnership working in the domestic sector.
Partnership membership	Gravesham Borough Council is a partner within the KMSEP. The partnership comprises public, private and voluntary sector bodies including representation from all local authorities in Kent and Medway, NHS, water companies, housing associations, business networks and communities.
Governance arrangements	<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>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Governance Arrangements <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.		
Financial reporting arrangements and timeframe for reporting	Continuously, mini tendering for an ECO Financing Agreement which includes financing of ECO measures in homes within the GBC administrative area (Relevant Homes) through the Framework Agreement. Financial reporting will be worked through the Project Board in partnership with the appointed Kent Provider.		
Performance monitoring arrangements and details of formal review of partnership arrangements.	<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>		
Risk Assessment	<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>		
Safeguarding Obligations	There is no impact anticipated with this partnership.		
Equalities Obligations	This partnership is intended to contribute to the council's overall Equalities aims and objectives, as set out in the Equality Policy (February 2021). It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.		
Climate Change Considerations	<p>This partnership is intended to demonstrate their commitment to climate change and fuel poverty. It is to improve the lives of vulnerable people by; enable vulnerable households to improve the energy efficiency in the home to reduce/eliminate fuel poverty and reduce carbon emissions.</p> <p>The partnership contributes to GBC overall Climate Change ambitions and wider across the borough and Kent as a whole.</p>		
Date Partnership Created / Approved by Cabinet	20.07.2012	Date Partnership Terminates (if applicable)	--

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Kent 'No Use Empty' Initiative
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Non-statutory Partnership
Aims and objectives of partnership	To provide advice and information on empty properties including interest free loans to owners of empty properties to bring properties up to a saleable/lettable standard.
Expected outcomes	<ul style="list-style-type: none"> Reducing the number of empty properties in the borough and increasing a limited housing resource. Funds received from the New Homes Bonus being used for community improvements.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	GBC staff resources will be varied dependent upon interest and take up of loans. There is no specific budget implication for Gravesham Borough Council.
Partnership membership	Kent County Council and Gravesham Borough Council – although a Kent-wide partnership, the partnership agreement for provision of interest free loans will cover just the Gravesham area.
Governance arrangements	<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>
Financial reporting arrangements and timeframe for reporting	<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> <p>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.</p>

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Performance monitoring arrangements and details of formal review of partnership arrangements.	On-going monitoring of active cases. Monthly monitoring of incentive through Empty Property Working Group.		
Risk Assessment	<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>		
Safeguarding Obligations	<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).</p>		
Equalities Obligations	Advice and assistance where applicable is offered to all owners of empty properties who engage through the partnership.		
Climate Change Considerations	The partnership demonstrates a commitment to Climate Change by encouraging and working alongside owners of empty and/or derelict properties to aid and assist them in improving their properties by increasing energy efficiency through better insulation and heating systems whilst increasing the housing offer in Gravesham.		
Date Partnership Created / Approved by Cabinet	Cabinet Committee approval – 15 September 2011	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Name of Partnership	Rough Sleeping Partnership Including: Sanctuary, Methodist Church, Porchlight, , Look Ahead, Serveco, North Kent Mind.
Responsible Officer	Vicky May, Head of Housing Options
Lead Member(s)	Councillor Jenny Wallace, Lead Member for Housing Services
Statutory Status	Statutory – Not a statutory requirement but contributes to the governments ambition to end rough sleeping by 2027 and halve by 2022 and also the council's commitment to safeguard residents.
Aims and objectives of partnership	Aim: Working together as a multi-agency partnership to provide a holistic innovative service for households that are street homeless or at threat of rough sleeping. Find accommodation pathways for these people and offer housing led support. These would be for households who may not meet the threshold for statutory assistance for housing by the council. Objectives: <ol style="list-style-type: none"> 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. 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. 3) Address wider issues including mental wellness and substance misuse 4) Provide employment and education opportunities and prepare them for independent living.
Expected outcomes	Ensuring that rough sleepers in Gravesham willing to engage, are provided with meaningful housing options and their health and wellbeing issues are addressed by the appropriate agency.
Links to GBC Corporate Objectives	Objective #1 People <i>A proud community; where residents call a safe, clean and attractive borough their home.</i>
GBC Resources (financial, officer, assets etc.)	<ul style="list-style-type: none"> • GBC owned Wrotham Road property that is being used for accommodation for rough sleepers. Day to day maintenance and repairs for the facilities is also undertaken by the council at no cost • GBC employed the Rough Sleeping Partnership Manager and the Housing Resettlement Officer and this is funded through DLUCH grant and the Service Manager as main point of contact.
Partnership membership	Gravesham Sanctuary CIO is an independent standalone charity run by trustees, North Kent Mind, Serveco, Porchlight and CGL
Governance arrangements	<ul style="list-style-type: none"> • Gravesham Sanctuary CIO has a formal governance document that details how the charity operates on a day-to-day basis including how residents are dealt with and the conduct of volunteers. This is backed up by formal training sessions and background checks on all involved. • All partners will receive a grant letters which will have conditions and where appropriate organisations will have a service level agreement. • There are regular meetings with various council officers and partners to review cases to ensure the safeguarding and the wellbeing of vulnerable residents.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Financial reporting arrangements and timeframe for reporting	<p>Financial reporting to the council as the money has to be spent in line of the grant agreement (SLA) and underspend will need to be reported at year end.</p> <p>The organisations in the partnership have their own governance arrangements and this includes financial reporting on activities.</p>		
Performance monitoring arrangements and details of formal review of partnership arrangements.	<p>Gravesham has introduced Inform to ensure we can see all agencies interventions on one database for each resident. This will enable us to identify risks, vulnerabilities and actions that have been taken to help the resident. They have formal needs assessments with those residents to try and ensure they are engaged with the appropriate partners that can help them with housing, wellbeing and work/training opportunities.</p> <p>Statistics will be able to be produced at any time on request.</p>		
Risk Assessment			
Safeguarding Obligations	<p>This partnerships are intended to have a positive impact on the lives of vulnerable people by providing a safe place for vulnerable adults to sleep overnight during the colder months of the year. 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>		
Equalities Obligations	<p>Help everyone to make use of the services to which they are entitled</p> <p>Give information and advice in the most suitable ways</p> <p>Monitor and evaluate services to identify whether they are meeting people's needs</p>		
Climate Change Considerations	<p>Finding vulnerable people housing pathways avoiding rough sleeping in the borough, waste and rubbish in the public domain.</p>		
Date Partnership Created / Approved by Cabinet	January 2019	Date Partnership Terminates (if applicable)	N/A

Significant partnership

Other partnership

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Performance monitoring arrangements and details of formal review of partnership arrangements.	As detailed above quarterly meetings are held between representatives of Gravesham Borough Council and Medway Council to review service and support levels and to monitor service standards.		
Risk Assessment	The service arrangements were put in place to address resilience concerns with Gravesham's payroll provision; the arrangement with Medway Council addresses this risk. The operation of the arrangement is reviewed annually to ensure it remains fit for purpose.		
Safeguarding Obligations	There are no specific safeguarding obligations as part of this shared service.		
Equalities Obligations	The provision of the Payroll Service across both sites is provided to all GBC employees. There are no direct links between the provision of this service and delivery of the council's equalities objectives.		
Climate Change Considerations	The primary purpose of the shared service is to provide payroll services across Medway and Gravesham and as such, the impact on the council's Climate Change obligations are minimal. However, work is underway to use the HR system for online submission of claims for travel/mileage and as such, this will reduce the use of paper forms across the council.		
Date Partnership Created / Approved by Cabinet	April 2017	Date Partnership Terminates (if applicable)	N/A

Glossary of Terms

To provide assistance to officers, Members and members of the public when reading the council's Corporate Register of Partnerships, a **Glossary of Terms** has been developed to provide additional information about the meaning of some of the words included within the register.

Term Used	Meaning
Annual Report	A comprehensive report on an organisations activities over the past year, intended to give shareholders and other interested people information about the organisation's activities and financial performance.
Best Practice	A working method or set of working methods that is officially accepted as being the best to use in a particular business or industry.
Business Continuity Plan	A plan that sets out how an organisation will respond and manage business disruption in case of unforeseen events.
Business Plan	A business plan is a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals.
CIPFA	The Chartered Institute of Public Finance and Accountancy (CIPFA) - the professional body for people in public finance.
Choice Based Lettings Code of Guidance	Guidance provided by central Government to assist local authorities in offering a Choice-based Lettings Scheme
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.
DLUCH	Department for Levelling Up, Communities and Housing (DLUCH) - the UK government department responsible for
Emissions Inventory	An emission inventory is an account of the amount of pollutants discharged into the atmosphere within the area.
Energy Act 2011	The Energy Act 2011 is a United Kingdom Act of Parliament setting out three key principles: tackling barriers to investment in energy efficiency; enhancing energy security; and enabling investment in low carbon energy supplies.
Energy Saving Trust	The Energy Saving Trust is the UK's leading impartial organisation helping people save energy and reduces carbon emissions by providing free, impartial advice and information to help people across the UK to find the best ways to save energy conserve water and reduce waste.
Energy Company Obligation	The Energy Company Obligation (ECO) is a government energy efficiency scheme in Great Britain to help reduce carbon emissions and tackle fuel poverty.
English Local Authority Statistics on Housing (ELASH)	English Local Authority Statistics on Housing - data collected on an annual basis by central Government to monitor the nation housing situation.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Term Used	Meaning
Framework Service Agreement	Framework agreements are 'umbrella' agreements which provide standard terms and conditions for goods or services requested,
Fuel Poverty Strategy for England.	The national strategy, updated in February 2021, designed to ensure that people in fuel poverty have access to affordable, low-carbon warmth. Full Strategy title - Sustainable warmth: protecting vulnerable households in England
Home Energy Conservation Act 1995 (HECA)	An Act to make provision for the drawing up of local energy conservation reports in relation to residential accommodation, placing a duty on local authorities to complete this for council housing stock.
Homelessness Act 2002	An Act to make further provision about the functions of local housing authorities relating to homelessness and the allocation of housing accommodation.
Homelessness Reduction Act 2017	The Housing Act 1985 is a British Act of Parliament. The act introduced laws relating to the succession of Council Houses. It also facilitated the transfer of council housing to not-for-profit housing associations
Housing Act 1985	The Housing Act 1985 is a British Act of Parliament. The act introduced laws relating to the succession of Council Houses. It also facilitated the transfer of council housing to not-for-profit housing associations
Huume	Huume Ltd is a company who provides the HomeChoice software system for authorities cross Kent, starting 1 July 2023.
Kent Environment Strategy (KES)	The Kent Environment Strategy provides a strategic framework for closer cross-sector partnership working between environment, health and economic agendas.
Kent Fuel Poverty Strategy	The Strategy is aimed to help those vulnerable people in Kent out of fuel poverty and into affordable warmth. Full Strategy title - <i>Delivering Affordable Warmth – A Fuel Poverty Strategy for Kent</i>
Landlord and Tenant Act 1985	The Landlord and Tenant Act 1985 (c 70) is a UK Act of Parliament on English land law. It sets bare minimum standards in tenants' rights against their landlords.
Local Government and Housing Act 1989	An Act of Parliament in the United Kingdom which provides amendments to the Local Government Act 1974 in respect of finances and expenditure of local authorities(including provision with respect to housing subsidies) as well as a number of other amendments.
Localism Act 2011	An Act to make provision about the functions and procedures of local and certain other authorities; to enable the recovery of financial sanctions imposed by the Court of Justice of the European Union on the United Kingdom from local and public authorities; to make provision about local government finance; to make provision about town and country planning, the Community Infrastructure Levy and the authorisation of nationally significant infrastructure projects; to make provision about social and other housing; and for other connected purposes.
Locata	Locata is a company set up to work with all the partners and matches people to homes. It uses a choice-based lettings scheme which means it will not be the council or housing association who find and allocate you a home.
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.

Gravesham Borough Council
Register of Partnerships and Shared Working Arrangements
July 2023

Term Used	Meaning
New Homes Bonus	The “New Homes Bonus” is a Government scheme which is aimed at encouraging local authorities to grant planning permissions for the building of new houses, in return for additional revenue.
Partnership	The council defines a partnership as “an agreement between the Council and one or more independent bodies to work together to achieve the council’s Corporate objectives”.
Partnership Agreement	An agreement between the relevant partners setting out how the partnership will operate and the commitment each will make to the partnership.
Performance Indicator	A performance indicator or key performance indicator (KPI) is a type of performance measurement which helps a company measure its success versus a set of targets, objectives, or industry peers.
Project Board	The project board, also known as the project steering committee, is responsible for ensuring that the project is properly managed
Registered Providers/registered Social Landlords	Registered Social Landlords (RSL) are government-funded not-for-profit organisations that provide affordable housing. They include housing associations, trusts and cooperatives. They work with local authorities to provide homes for people meeting the affordable homes criteria. As well as developing land and building homes, RSLs undertake a landlord function by maintaining properties and collecting rent.
RICs	Royal Institution of Chartered Surveyors – the leading professional body for qualifications and standards in land, property, infrastructure and construction.
S151 Responsibilities	These are the statutory responsibilities that are designated to the council’s Chief Financial Officer, as defined by the Chartered Institute of Public Finance and Accountancy (CIPFA).
Service Level Agreement (SLA)	A document which is agreed between the partners and records a common understanding about services, priorities and responsibilities and clearly defines the "level of service" expected through targets etc.
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.
SMEs	Small and Medium Enterprise – a small or medium sized independent business that is managed by its owner or part-owners and has a small market share.
Steering Group	A steering group is a group of senior officers/partners who oversee the delivery of a project or partnership initiative.
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.