



## **GRAVESHAM BOROUGH COUNCIL**

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

**July 2024**

A summary of partnership and shared working  
arrangements

**Strategic Environment  
Committee**

# Gravesham Borough Council

## Register of Partnerships and Shared Working Arrangements

### July 2024

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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
4	Gravesham Community Safety Partnership (CSP)	✓
8	G-Safe Business Crime Reduction Initiative	✓

#### **Glossary of Terms (Page )11**

Throughout the document, there are a number of terms that are used and it was felt that it would be useful to provide a ‘Glossary of Terms’ in order to provide further clarification of some of the terminology used within the document.

# Partnership Working Arrangements

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<b>Name of Partnership</b>	<b>Gravesham Community Safety Partnership (CSP)</b>
<b>Responsible Officer</b>	Kath Donald (Strategic Manager, Community Safety Unit)
<b>Lead Member(s)</b>	Councillor John Burden, Leader of the Executive Councillor Shane Mochrie-Cox, Deputy Leader of the Council and Lead Member for Strategic Environment
<b>Statutory Status</b>	Statutory Partnership
<b>Aims and objectives of partnership</b>	To work collectively to prevent and reduce crime and anti-social behaviour (ASB) in the Borough. To strengthen local communities and protect vulnerable people from harm.
<b>Expected outcomes</b>	Reductions in recorded crime and ASB. People experiencing and reporting crime and ASB feel supported by agencies working together to meet their needs. Improvements in feelings of safety amongst local people and in public perceptions of Gravesham as a safe place.
<b>Links to GBC Corporate Objectives</b>	<b>#oneborough</b> <i>a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.</i>
<b>GBC Resources (financial, officer, assets etc.)</b>	External funding to support community safety activity is held by the Kent Police and Crime Commissioner (PCC). This is provided to Community Safety Units (CSUs) as a Crime Reduction Grant subject the submission of a satisfactory application/business case each year detailing how the funding is intended to be spent and how it relates to the priorities of both the local CSP and those contained within the Commissioner's Policing and Crime Plan. The total Grant allocation available to Gravesham in 2024-25 is £35,043.00. A third of the Grant is automatically allocated to a 'tactical pot' by the PCC (£11,681.00), the initial application /business case being therefore limited to £23,362.00.  Considerable officer time is spent in supporting the work of the CSP. All Agenda planning/distribution of documents and administration tasks associated with CSP meetings are fulfilled by the Council's CSU. All CSU and other Council officers (including senior management from the Communities and Inclusive Growth Department) attend CSP meetings. CSU officers share between them lead responsibility in respect of a number of operational sub-groups of the CSP (ASB Working Group, Modern Slavery Working Group, Youth Engagement Panel, Gravesham Vulnerability Panel and Gravesham Serious Organised Crime Panel). The CSP is chaired by the Lead Member for Strategic Environment.  The Council's CSU's Strategic Manager undertakes the completion of a Strategic Assessment (audit of crime and disorder) each year (the completion of an Assessment being a statutory obligation for the CSP and prepares and completes a Community Safety Public Consultation process annually on behalf of the Partnership). Officer time is also spent in preparing regular performance monitoring reports and in reviewing (and revising if necessary) the Community Safety Strategy which underpins Partnership activity. A new Community Safety Strategy has been agreed for 2024-28. The CSU also leads the Partnership's work in respect of Serious Violence underpinned by a Serious Violence Strategy 2024-28 to fulfil obligations created by the Police, Crime, Sentencing and Courts Act 2022. This work also includes the completion of an annual Serious Violence Strategic Needs Assessment (in collaboration with the Kent and Medway Violence Reduction Unit) and a review of the Strategy each year.

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<p><b>GBC Resources</b> (financial, officer, assets etc.)</p> <p><i>(continued)</i></p>	<p>There are shared Partnership resources in place to support the co-location of Council officers and Kent Police representatives who work at the Civic Centre. Kent Police contribute to the cost of Council office space, furniture and utilities used by Police officers.</p>
<p><b>Partnership/ working group membership</b></p>	<p>Statutory partners: Gravesham Borough Council; Kent County Council; Kent Police; Kent Fire and Rescue Service; Kent Probation; Kent and Medway NHS and the Office of the Kent Police and Crime Commissioner.</p>
<p><b>Governance arrangements</b></p>	<p>The Partnership has Terms of Reference and governance arrangements that were formally agreed by all statutory partners in January 2021. Specifically, these set out:</p> <ul style="list-style-type: none"> <li>• Purpose of the Partnership</li> <li>• Key areas of responsibility</li> <li>• Statutory duties</li> <li>• Membership</li> <li>• Chairmanship</li> <li>• Decision-making (including voting rights)</li> <li>• Agenda-setting and administration</li> <li>• Role of the Executive Group</li> <li>• Accountability.</li> </ul> <p>The CSP Executive Group is comprised of the Director (Communities), the Chair of the CSP (Elected Member/Portfolio holder for Community Safety) and Council officers as appropriate. Other statutory partners may be invited/are welcome to attend the Executive Group meetings, in advance of CSP meetings to agree the Agenda, if a specific issue has arisen in respect of which the participation of a further statutory partner is deemed to be beneficial.</p> <p>In terms of public accountability, the CSP's Community Safety Strategy (including outcomes of Public Consultation exercises) are made available on the Council's website. The work of the CSP is also reviewed several times each year by the Council's Crime and Disorder Scrutiny Committee.</p>
<p><b>Financial reporting arrangements and timeframe for reporting</b></p>	<p>Performance reports provided to the CSP detail how external funding e.g. Crime Reduction Grant (CRG), has been used and the outcomes of projects delivered. The Council's CSU provides the Office of the PCC with both a mid-year report and year-end report on progress made in the delivery of initiatives funded via the CRG; completely auditable and separate accounts are maintained for any externally funded projects.</p> <p>Members of the Crime and Disorder Scrutiny Committee are also informed of initiatives and projects that have been delivered and how these have been funded.</p> <p>Funding received on behalf of the CSP is held by the Council's CSU and expenditure managed and monitored by the Unit's Strategic Manager, reporting back to the CSP and Kent PCC as above.</p>
<p><b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b></p>	<p>Performance monitoring reports are provided to the CSP quarterly meetings that contain detailed information on crime trends and changes in recorded ASB incidents. Verbal and/or written progress reports are also provided by the Chairs of each of the Partnership's operational sub-groups in respect of activity within their specific area of responsibility.</p> <p>The Strategic Assessment process, completed towards the end of each calendar year, provides an opportunity to review activities carried out and their impact. As part of this process, consideration is also given to any new/emerging priorities and any anticipated changes in legislation or statutory duties and amendments made to the Community Safety Strategy if necessary to reflect these.</p>

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<p><b>Performance monitoring arrangements and details of formal review of partnership arrangements</b></p> <p><i>(continued)</i></p>	<p>Public consultation and community engagement exercises also ensure that those community safety issues that are being identified by local people as most important to them are being addressed. If a new issue comes to light, the Partnership can review existing priorities and incorporate the newly identified issue into work programmes if appropriate.</p> <p>The Council's Crime and Disorder Scrutiny Committee meets twice a year to review Partnership activity (in compliance with the provisions of the Police and Justice Act 2006) and ensure that statutory responsibilities are being met. This Committee generally selects a specific area of Partnership activity e.g., ASB, Modern Slavery etc. for scrutiny at each of its meetings and representatives of relevant statutory partner agencies are invited to attend.</p>
<p><b>Risk Assessment</b></p>	<p>This Partnership does not represent any risk to the Council, in fact, the Council is required by legislation to work with other named statutory authorities to address crime and disorder within the Borough.</p> <p>A potential risk to the Partnership itself is that funding to support Community Safety activity is limited. The CSP is largely reliant on bidding for external funding when opportunities arise. The PCC's Crime Reduction Grant has been made available again this year but there is no guarantee that this will continue in future years or that the amount available might not be reduced. New arrangements and a move away from a District allocation is a potential risk to the ability of local CSUs to continue to deliver the range of projects/initiatives that have been fundamental in addressing the strategic community safety priorities at an operational level thus far. The pooling of resources across partner agencies (both staffing and finances) and taking full advantage of opportunities to bid for external funding are used to mitigate this risk.</p>
<p><b>Safeguarding Obligations</b></p>	<p>The work of the CSP makes a significant contribution to improving community safety across the Borough but also has strands of work that directly contribute to the Safeguarding agenda e.g. the Gravesham Vulnerability Panel (GVP) is a multi-agency operational sub-group of the CSP which accepts referrals from partner agencies of vulnerable adults with complex needs and that develops tailored action plans for those individuals in order that they can be encouraged to engage with services and receive the support they need. A Modern Slavery Working Group also exists to help raise awareness of the signs of abuse/exploitation and encourage reporting in order that exploited individuals can be properly assisted and reduce the risk of further harm. The Serious Organised Crime Panel allows for a joint approach to be taken in tackling issues that particularly affect young people who may be vulnerable e.g. through activity to disrupt and bring to justice those involved in county lines and support young people who may be targeted. Domestic abuse is also a priority for the CSP and considerable work takes place with both statutory and voluntary sector agencies to continuously improve the support and services available to all victims of domestic abuse and their families.</p> <p>All CSP partner agencies have clear procedures in place to deal with safeguarding concerns as they arise and information-sharing agreements are in place in order that appropriate interventions/support can be provided without delay.</p>
<p><b>Equalities Obligations</b></p>	<p>The work of the CSP contributes to the Council's overall Equalities aims and objectives as initiatives to reduce crime and disorder benefit the local population as a whole. The Partnership also delivers a range of initiatives that aim to encourage access to services by groups that are under-represented and by tackling specific crime types to which certain individuals and communities may be more vulnerable e.g., hate crime, modern slavery.</p>
<p><b>Climate Change Considerations</b></p>	<p>The work of this Partnership does not have an impact on climate change at this time.</p>

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<b>Date Partnership Created / Approved by Cabinet</b>	October 2020.	<b>Date Partnership Terminates (if applicable)</b>	N/A.
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Significant partnership

Other partnership

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<b>Name of Partnership</b>	<b>G-Safe Business Crime Reduction Initiative</b>
<b>Responsible Officer</b>	Kath Donald (Strategic Manager, Community Safety Unit)
<b>Lead Member(s)</b>	Councillor John Burden, Leader of the Executive Councillor Shane Mochrie-Cox, Deputy Leader of the Council and Lead Member for Strategic Environment
<b>Statutory Status</b>	Non-statutory partnership.
<b>Aims and objectives of partnership</b>	G-Safe aims to: <ul style="list-style-type: none"> <li>• Support businesses and partner agencies to work more closely together and improve information-sharing to prevent and reduce crime and anti-social behaviour (ASB) particularly in Gravesend town centre and other retail areas.</li> <li>• Improve the detection of crime with a view to apprehending and prosecuting offenders.</li> <li>• Create a safe and secure environment for customers, staff and visitors and improve public perceptions of safety within the Borough.</li> <li>• Strengthen joint working with neighbouring Districts and Boroughs to address cross-border criminality.</li> </ul>
<b>Expected outcomes</b>	Reductions in crime, anti-social behaviour and substance misuse. Increased confidence within the business and retail community in Gravesham as a good place in which to invest. Improved public perceptions about personal safety and the promotion of Gravesham as a safe place to socialise. Improved sharing of intelligence between the G-Safe Scheme, the Council's Community Safety Unit (CSU)/other Departments as necessary and Kent Police.
<b>Links to GBC Corporate Objectives</b>	<b>#oneborough</b> <i>a safe, clean, and attractive living environment, enhanced by a sustainable and increasingly energised local economy.</i>
<b>GBC Resources (financial, officer, assets etc.)</b>	The day-to-day management, delivery and financial control of the G-Safe Scheme has operated independently of the Council since June 2011, (as is the case with other Town Centre Crime Reduction initiatives across the County and as recommended by Kent Police). The G-Safe Co-ordinator is employed and managed directly by the G-Safe Board. The Council provides the G-Safe Co-ordinator with a hot desk at the Civic Centre and allows Council meeting rooms to be used (subject to availability) for G-Safe meetings.  CSU officers attend and provide advice as appropriate to G-Safe Board and Operational meetings. This ensures that good links are maintained between G-Safe members, the CSU and the public space CCTV service. The CSU works closely with the G-Safe Co-ordinator who has been a key partner in the establishing of the Gravesham Safe Spaces Scheme and Best Bar None Initiative, both developed through the Home Office funded Safer Streets Round 4 Project.  Quarterly G-Safe Board and Members' Meetings are attended by the CSU Strategic Manager or Community Safety Officer as necessary.
<b>Partnership/ working group membership</b>	Gravesham Borough Council, Kent Police, local retailers, businesses and licensed premises, KCC Community Warden Service, Street Pastors, CCTV Service (Public Space).
<b>Governance arrangements</b>	The Scheme is governed by a Constitution and Code of Practice as



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	<p>agreed by the G-Safe Board to accurately reflect the current arrangements. The Scheme's operating practices are audited by the Association of Business Crime Partnerships (ABCP) and it has been recognised as having excellent procedures in place. Audits by ABCP take place every two years and the last audit deemed the Scheme worthy of a Distinction for its governance arrangements.</p> <p>The Strategic Manager (CSU) or other CSU representative attends the quarterly G-Safe Board meetings because of the benefits of our joint working but the Council does not have any voting rights. Whilst Council officers attend these meetings, they do not have any responsibility for their administration or governance – these functions are carried out independently by the G-Safe Co-ordinator. Meetings are minuted and records kept.</p> <p>Information relating to projects in which G-Safe participates with Council Departments or through initiatives developed and delivered by the Gravesham Community Safety Partnership (CSP) are fed back to the CSP and also reported back to the Crime and Disorder Scrutiny Committee when appropriate.</p>
<p><b>Financial reporting arrangements and timeframe for reporting</b></p>	<p>Financial management of the Scheme rests in its entirety with the G-Safe Board as the Scheme operates completely independently of the Council. We are not required to support the Scheme financially and the G-Safe Board conducts its own financial monitoring. The Scheme has from time to time bid for CSU funding and is then subject to the same criteria and application process that applies to all other organisations approaching the CSU for financial support. Annual accounts are presented at the Board's Annual General Meeting.</p>
<p><b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b></p>	<p>Performance monitoring of the Scheme is managed by the G-Safe Coordinator, with regular reports being provided to its' quarterly Board meetings.</p> <p>A formal review of the partnership's monitoring arrangements is completed as part of the Scheme's Annual General meeting, including consideration of its' membership.</p> <p>Information regarding G-Safe activity is reported to partners through a regular newsletter circulated by the G-Safe Coordinator.</p>
<p><b>Risk Assessment</b></p>	<p>Participation in G-Safe does not present a risk to the Council and participation assists Council Departments in maintaining links with the local business community.</p> <p>A potential risk to G-Safe itself is that this is a fully self-financing initiative with its running costs being met through Radionet membership fees and any additional new work relies on the successful external applications/bids for funding (hence full advantage is taken of any opportunities to secure funding as and when they arise).</p>
<p><b>Safeguarding Obligations</b></p>	<p>This partnership contributes to the protection of children and vulnerable people living in or visiting Gravesend town centre. In particular, registration of vulnerable people onto the Shop Safe Scheme e.g. people with dementia/mental health issues who may become confused or disorientated when out and about, allows them to be assisted by any G-Safe member premises who can access their details and contact a family member/carer. The Scheme has also been instrumental in locating children/young people and adults who are reported missing.</p> <p>G-Safe has been a key partner and worked closely with the Council's CSU in the development and roll-out of the Home Office funded Safe Space Initiative which is now well-established in Gravesend town centre.</p> <p>The G-Safe Scheme follows clear procedures when safeguarding issues arise and the advice of the CSU (Council and Police staff) is sought as necessary.</p>

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<b>Equalities Obligations</b>	The Scheme/Partnership contributes to improving community safety for all local residents and those working or visiting the area and does not negatively impact any protected equalities characteristics. In fact, it serves to positively support activity to reduce the risks of harm to any individuals who may be/may feel more vulnerable to victimisation because of protected characteristics.		
<b>Climate Change Considerations</b>	The work of this Partnership does not have an impact on climate change.		
<b>Date Partnership Created / Approved by Cabinet</b>	As an independent entity, created June 2011.	<b>Date Partnership Terminates (if applicable)</b>	N/A.

Significant partnership

Other partnership

# Glossary of Terms

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**Glossary of Terms**

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

<b>Term Used</b>	<b>Meaning</b>
<b>Association of Business Crime Partnerships (ABCP)</b>	The National Association of Business Crime Partnerships [NABCP] is the umbrella body representing business crime partnerships at a national level. It seeks to promote the concept of BCRPs to local and national government and to increase the collective effectiveness of the hundreds of schemes across the country by lobbying for greater resources and influence.
<b>ASB</b>	Anti-social Behaviour
<b>CCTV</b>	Closed-circuit television (CCTV) is the use of video cameras to transmit a signal to a specific place, on a limited set of monitors; it is not openly transmitted
<b>Children Act 2004</b>	The Children Act 2004 (c 31) is an Act of the Parliament of the United Kingdom. It is the basis for most official administration considered helpful to children, notably bringing all local government functions of children's welfare and education under the statutory authority of local Directors of Children's Services.
<b>Code of Practice</b>	Written guidelines issued by the partnership to its members to help them comply with the standards expected of the partnership.
<b>Constitution</b>	A document which sets out the fundamental rules governing the conduct of the partnership. It may also include details of the concept and structure of the partnership.
<b>Corporate Plan</b>	A document which sets out Gravesham Borough Council's corporate priorities for a period of years and provides details of the actions to be undertaken towards achieving those objectives.
<b>Crime Reduction Grant</b>	A grant provided by the Kent Police and Crime Commissioner to local councils' Community Safety Partnerships (CSPs) and other groups.
<b>CSU</b>	Community Safety Unit – officers employed by Gravesham Borough Council to provide a community safety service.
<b>Local Government Act 1972</b>	An Act of Parliament in the United Kingdom that makes provision with respect to local government and the functions of local authorities in England and Wales.
<b>Local Government and Housing Act 1989</b>	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.
<b>Management Plan</b>	A management plan is a document that outlines how a management team will direct resources to achieve objectives
<b>Memorandum of Understanding (MOU)</b>	A written document describing the roles and responsibilities of two (or more) parties on a particular venture. An MOU is less formal than a contract, but is often signed by the parties involved to indicate their agreement to the principles contained in the MOU. A MOU is sometimes a precursor to a formal agreement.
<b>Partnership</b>	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”.

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<b>Term Used</b>	<b>Meaning</b>
<b>Partnership Agreement</b>	An agreement between the relevant partners setting out how the partnership will operate and the commitment each will make to the partnership.
<b>Performance Indicator</b>	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.
<b>Police and Crime Commissioner</b>	Police and crime commissioner will be elected to ensure the policing needs of their communities are met as effectively as possible, bringing communities closer to the police, building confidence in the system and restoring trust
<b>Police and Justice Act 2006</b>	An act extending police powers and granting the Home Office greater control over operational policing.
<b>Radionet</b>	A system of radio stations operating with each other in order to ensure fast communication across a wide ranging area
<b>Significant Partnership</b>	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.
<b>Strategic Assessment</b>	Under the Police and Justice Act (2006), Crime and Disorder Reduction Partnerships (CDRP) are required to produce an annual strategic assessment which identifies the priorities they will tackle over the next 3 years.
<b>Terms of Reference</b>	A document which describes the purpose and structure of a partnership along with basis for making future decisions and for confirming or developing a common understanding of the scope among stakeholders.