

Report for Resolution

Report to Cabinet
16th March 2011

Report of Head of Strategy and Programme Management

Subject Corporate governance framework for working in
partnerships : Annual review of partnerships register

11

Purpose

The purpose of this report is to inform Cabinet of the outcomes of the annual review of the council's involvement with partnerships, including:

- New partnerships added
- Partnerships removed
- Key changes to significance scores.

Recommendations

Cabinet are asked to endorse the partnerships register for 2010-11

Financial Consequences

There are no financial consequences of this report

Risk Assessment

The Corporate Governance framework and the partnerships register contributes to the management of risk both financial and reputational.

Strategic Priority and Outcome/Service Priorities

The report helps to meet the strategic priority "Aiming for excellence – ensuring the Council is efficient in its use of resources, is effective in delivering its plans, is a good employer and communicates effectively with its customers, staff and partners". It is listed as a specific service project in the service strategic priority plan.

Cabinet Member: Councillor Waters – Resources, Performance and Shared Services

Contact Officers

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Background Documents

The following supporting documents are included in the appendices and detailed in the report:

- Partnerships register including representation and significance score (appendix 1)
- Partnership score card with individual highly significant scores highlighted (appendix 2)
- Member and third sector involvement with partnerships (appendix 3)

Report

Background

1. The corporate governance framework and toolkit for working in partnerships was developed and implemented in 2009. It responds to the audit commission's guidance on working in partnerships which stipulates the importance of good governance. It has supports a sound system of internal control in relation to partnership arrangements
2. The framework was approved by Executive in October 2008 and the initial assessment was approved by Executive in April 2009. The first annual review of partnerships in 2009-10 was presented to Executive in March 2010.
3. In February to March 2010, the corporate governance framework and toolkit for working in partnerships was subject to an audit undertaken by Zurich and their recommendations were received in April 2010. These recommendations have been acted upon throughout the year and are referenced in the report.

Partnerships Register

4. A similar process to last year was followed for this year's annual review. With co-operation from directors and heads of service, the partnerships register (appendix 1) was analysed, and a new scorecard was completed for every partnership. The same definition of a partnership has been used this year and any new arrangements have been assessed against this definition
5. The register now records 51 partnership arrangements and their corresponding partnership significance score. This compares with 46 partnerships on the register last year. Five partnerships have been removed and ten added
6. The review for 2010-11 has highlighted that a number of partnerships are reviewing themselves and their future format, given the emerging policy framework as a result of the new Government.

Partnerships Removed

7. The partnerships removed are as follows:
 - Neighbourhood Renewal Fund (NRF). NRF Board was established to deliver NRF funding. The funding and subsequently the NRF programme - ceased in March 2010. The Board met finally in September 2010 to close down the programme and ensure all monitoring and evaluation obligations were met.
 - Norwich Alcohol Board. The board had reached the end of its funding and voted in September 2009 to cease activity. Following that decision it has been dormant but remained on the register last year.
 - Norwich 21 became incorporated in to Norwich Carbon Reduction Trust from April 2010.

- Norfolk partnership for older people's projects ceased mid-2009 as its work was finished. Norfolk older people's strategic partnership board now replaces it
 - Safer Norwich Partnership. The community safety partnership arrangements for Norfolk have changed. A single community safety partnership (CSP - formerly CDRP) has been established at County level and replaces the seven district CSPs. Although the terms of reference for the County CSP were adopted in November 2010 and partners will be operating to this format, the official orders to dissolve district CSPs are awaiting approval from Parliament and may take several months. It is not anticipated that there will be objections.
8. In addition, Norfolk Concessionary Travel Scheme will end April 2011. The function of this scheme will be carried out by upper tier authorities from 1 April 2011 and will therefore transfer to Norfolk County Council.
9. The Partnerships added are as follows:
- Central locality mental health forum – a strategic alliance which represents stakeholders working on mental health in the greater Norwich area. It was established in July 2010 and the lead authority is NHS Norfolk. Partners included are NHS Norfolk, Mind, Norwich Health Consortia, Norwich PCB, ReThink, Meridian east, Mental Health Trust, LINK, Julian Housing, Service User. Norwich City Council's lead officer is Rachael Metson, Partnerships manager. The partnership is scored as being of minor significance.
 - Families unit operational partnership board – a strategic alliance which was established in 2006 but has developed into a formal partnership more recently as the Norwich family intervention project (FIP) has attracted more funding from wider sources. Its purpose is to provide challenge and advice to the FIP, and act as 'critical friend', through partnership with key agencies including Norfolk Childrens Services, Norfolk Police, NHS Norfolk, Norfolk Probation, Norwich City Council, South Norfolk District Council. Nigel Andrews, Tenancy support manager, is the council's lead officer and chairs the board. The partnership is scored as moderately significant.
 - Food hygiene rating scheme (FHRS) – a formal partnership between Norwich City Council and the Food Standards Agency agreeing to adhere to the 'brand standard' of the FHRS and contribute local data to the national FHRS website. Established in September 2010, Norwich City Council is the lead authority and the council's lead officer is Jaan Stanton, Food safety team manager. Partners included are Food Standards Agency and indirectly Broadland DC, Breckland DC, Kings Lynn and West Norfolk BC. It is scored as a moderately significant partnership.
 - Norfolk domestic abuse and sexual abuse strategic board – a strategic alliance established in May 2009 (so just missed inclusion in last year's register) to address issues around domestic abuse and sexual violence, with an end to reducing /eliminating it in Norfolk, through a multi-agency strategic approach. The partnership is led by Norfolk County Council and partners include Police; Norfolk PCT; Norfolk CC (community services), Norfolk CC (Children's Services); voluntary sector (Leeway, Stonham,

- Norfolk health improvement committee - this strategic alliance was established in October 2010 as the result of a merger of the Health and Well Being Board (a thematic subgroup of County LSP) and the NHS Public Health Sub Committee. Its existence may be brief, depending on the structure of the new Health and Wellbeing Board (HWB). Its focus is health improvement and inequalities. The committee inputs into the County LSP, and will help steer the shape of new HWB, however its emphasis is on delivery and in sharing good practice. The lead authority is NHS Norfolk and partners include NHS Norfolk, Norfolk CC, Great Yarmouth BC, North Norfolk DC, West Norfolk DC, Voluntary Norfolk, West Norfolk VCA, Mental health partnership, Chamber of Commerce, UEA. Norwich City Council's lead officer is Laura McGillivray. The partnership is currently scored as being of minor significance, but with changes ahead and the creation of the HWB, it could become a key officer group supporting the HWB.
- Norfolk housing alliance – a strategic alliance established in 2006 to bring together all registered providers (social landlords) to foster joint working initiatives which benefit local communities and tenants. Norwich City Council joined it in 2010 when membership was widened to include stock holding authorities such as Norwich and Great Yarmouth councils. Its lead officer is Tracy John, Head of neighbourhood housing. It is led by Wherry Housing Association Trust and partners include Broadland Housing Association, Cotman Housing Association, Freebridge Community Housing, The Guinness Trust, Minster Housing Association, Orbit East, Peddars Way Housing Association, Saffron Housing Trust, Stonham (Home Group Ltd), Victory Housing Trust, Wherry Housing Association Trust, Norwich City Council and Great Yarmouth Borough Council. The partnership is scored as being of major significance.
- Norfolk housing strategic board – a partnership that was set up following the Audit Commission's inspection on strategic housing provision across the County. It was directly related to local area agreement and the comprehensive area agreement, both of which no longer exist. The purpose of the partnership is to engender better countywide working between the local housing authorities and County services and to improve member involvement in county wide strategic housing decision making. The board has a structure of officer groups below it to deliver key areas of work across the county. It is led by Phillip Burton, North Norfolk CEO and attended by Cllr Arthur with officer support from Tracy John, Head of neighbourhood housing. The partnership is scored as moderately significant.
- Norwich day care opportunities partnership board – a partnership which was established in 2010 to deliver day care opportunities across Norwich in partnership with other agencies including Norfolk Community Services, Age UK Norwich, Broadland Housing Association, Voluntary Norfolk. Norfolk County Council's Community services are the lead partner and Nigel Andrews, Tenancy support manager, is Norwich's lead officer. The partnership is scored as moderately significant.

- Norwich integrated care opportunities project – this partnership was established in 2009 and is working with partners including all GP surgeries within Norwich, Norfolk Community Services, Age UK Norwich, Norwich City Council, NHS Norfolk, NNUH to prevent older people with long term conditions being admitted to hospital. It is a countywide project with locality project boards. It is led by NHS Norfolk and the councils' lead officer is Nigel Andrews, Tenancy support manager. The partnership is scored as being of minor significance.
- Nplaw (Norfolk Public Law) is a shared legal service which was launched 1 October 2010, formed through a merger of the legal teams from Great Yarmouth Borough Council, Norfolk County Council and Norwich City Council. Hosted by Norfolk County Council, Nplaw delivers a full range of public sector legal services to local authorities and other public sector clients, including schools and parish councils. The partnership is scored as moderately significant.

10. The New Anglia Local Enterprise Partnership has not been included on the register as yet. It exists currently as an informal partnership with no terms of reference, and no identified resource or financial commitments. A business plan is being developed for May 2011 and the partnership will be assessed then.

Significant Partnerships

11. Through implementing the corporate governance framework the council has identified six 'significant' partnerships:

- Greater Norwich Development Partnership (GNDP)
- Greater Norwich Housing Partnership (GNHP)
- Highways Agency Agreement (HAA)
- Norfolk Concessionary Travel Scheme
- Norfolk Supporting People Commissioning Body
- Norwich and HCA Strategic Partnership.

12. The significant" partnerships above have been assessed more rigorously for the strength of their governance arrangements, notwithstanding governance arrangements should be proportionate to the risks involved.

13. This year three partnerships have moved from being highly significant to a lesser significance:

- City of Norwich partnership
- Norfolk County Strategic partnership
- NELM.

14. The City of Norwich partnership, and similarly the Norfolk County Strategic partnership, has reduced in significance primarily due to the end of the local area agreement and the Comprehensive area assessment. Both are currently under review.

15. NELM has also reduced in significance as in succession planning Norwich City Council now attends as an observer only.

16. The Greater Norwich Development Partnership (GNDP) remains significant for 2010-2011 however it is anticipated too that it will become less significant in 2011-12. Once the Joint Core strategy is approved, the role of the GNDP is to be reviewed which is likely to result in the development of different type of delivery vehicle arrangement. In addition growth point funding ceases March 2011 and the regional spatial strategy will not exist in the future. A reassessed scorecard has been submitted in anticipation of these changes and will be reviewed in the forthcoming months.
17. Similarly changes are anticipated in relation to the Greater Norwich Housing Partnership which is currently under review. This sub regional partnership has a complex arrangement of sub groups which are resource intensive and dedicated administrative support which is due to cease.

Making the Corporate Governance Framework more robust

18. In February to March 2010, the corporate governance framework and toolkit for working in partnerships was subject to an audit undertaken by Zurich and their recommendations were received in April 2010. The recommendations essentially sought evidence of greater member and third sector involvement with partnerships and therefore these links are now included on the register (Appendix 3). Also a separate tracker document is now maintained to track when reports are received by scrutiny committee or cabinet from significant partnerships.
19. In addition two separate pieces of work being led by the partnerships team will enhance the framework.
- the development of a new commissioning framework will provide a mechanism to decide on best routes for delivery. The audit questioned processes adopted by officers currently and suggested that officers are required to ask at an early stage what the appropriate mechanism for delivery should be: a partnership arrangement, grant making process, or procurement.
 - the mapping of council activity and connections around children's services, adult services, health and wellbeing and community safety is highlighting officers' involvement in groups and possible partnerships that are not included in this register of partnerships. When these mapping exercises are all complete, a piece of work will be undertaken to cross reference and clarify arrangements

Recommendations

20. Cabinet are asked to :

- Endorse the partnerships register for 2010-11.

Norwich City Council Partnerships Register 2010-11

							2009-10		2010-11	
No.	Partnership Name	Type of Partnership	Lead Officer	Directorate	Department	Lead Authority/Partner	Significance Score (%)	Significant Partnership	Significance Score (%)	Significant Partnership
1	Bittern and Wherry Line Community Rail Partnerships	Non Statutory	Bruce Bentley	Regeneration and Devel	Transportation and Landscape	Norfolk County Council	27	N	27	N
2	Carbon Trust	Non Statutory	Richard Willson	Chief Executive	Environmental Strategy	Carbon Trust	37	N	23	N
3	Central Locality Mental Health forumNEW	Strategic Alliance	Rachael Metson	Chief Executive	Partnerships Team	NHS Norfolk			23	N
4	Central Norwich Foundation Trust	Non Statutory	Russell O'Keefe	Chief Executive		The Hewett School	57	N	50	N
5	City of Norwich Partnership	Non Statutory	Rachael Metson	Chief Executive	Partnerships Team	Norwich City Council	97	Y	60	N
6	Citywide Board	Statutory Partnership	Tracy John	Regeneration and Devel	Landlord Services	Norwich City Council	53	N	57	N
7	CNC Building Control Partnership	Non Statutory	Bridget Buttinger	Corporate Resources		None	70	N	57	N
8	County Community Safety Partnership (previously County Stra	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	80	N	80	N
9	East West Rail Consortium	Non Statutory	Bruce Bentley	Regeneration and Devel	Transportation and Landscape	Buckinghamshire County Co	27	N	27	N
10	Energy Saving Trust	Non Statutory	Richard Willson	Chief Executive	Environmental Strategy	Norwich City Council	26	N	23	N
11	Families Unit operational partnership boardNEW	Strategic Alliance	Nigel Andrews	Regeneration and Devel	Landlord Services	Norwich City Council			60	N
12	Food Hygiene Rating SchemeNEW	Non Statutory	Jaan Stanton	Regeneration and Devel	Legal and Democratic Services	Norwich City Council			53	N
13	Greater Norwich home options partnership board	Non Statutory	Becky Chapman	Regeneration and Devel	Strategic Housing	Saffron Housing Trust	67	N	73	N
14	Greater Norwich Development Partnership	Non Statutory	Jerry Massey	Regeneration and Devel	Economic Development	None	97	Y	97	Y
15	Greater Norwich Housing Partnership	Non Statutory	Tracy John	Regeneration and Devel	Strategic Housing	District Authorities	83	Y	90	Y
16	Greater Norwich Youth Homelessness Forum	Non Statutory	Alison Spalding	Regeneration and Devel	Strategic Housing	Mancroft Advice Project	33	N	33	N
17	Healthier Options NORfolk (HONOR)	Non Statutory	Jaan Stanton	Corporate Resources	Legal and Democratic Services	Norwich City Council	37	N	40	N
18	HEART	Non Statutory	Andy Watt	Regeneration and Devel	Economic Development	Norwich City Council	47	N	37	N
19	Highways Agency Agreement	Non Statutory	Andy Watt	Regeneration and Devel	Transportation and Landscape	Norfolk County Council	90	Y	90	Y
20	Investing in Communities	Non Statutory	Tim Bacon	Regeneration and Devel	Economic Development	Norfolk County Council	50	N	50	N
21	NELM	Grant funded with separate	Bridget Buttinger	Corporate Resources		Norwich City Council	87	Y	37	N
22	Norfolk Better Regulation Partnership	Non Statutory	Michael Stephenson	Regeneration and Devel	Citywide services	Norfolk County Council	36	N	36	N
23	Norfolk Children's Trust Board	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	66	N	66	N
24	Norfolk Climate Change Partnership	Strategic Alliance	Richard Willson	Chief Executive	Environmental Strategy	Norfolk County Council	46	N	43	N
25	Norfolk Concessionary Travel Scheme	Non Statutory	Andy Watt	Regeneration and Devel	Transportation and Landscape	Norwich City Council	87	Y	83	Y
26	Norfolk County Cohesion Strategic partnership	Non Statutory	Bob Cronk/Nadia Aman	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	70	N	63	N
27	Norfolk County Strategic Partnership	Non Statutory	Rachael Metson	Chief Executive	Partnerships Team	Norfolk County Council	87	Y	50	N
28	Norfolk Dom Abuse&SexualViolence SBNEW	Strategic Alliance	Alison Spalding	Regeneration and Devel	Strategic Housing	Norfolk County Council			53	N
29	Norfolk Drug and Alcohol Partnership	Statutory Partnership	Chris Haystead	Regeneration and Devel	Strategic Housing	DAAT	27	N	23	N
30	Norfolk Health Improvement CommitteeNEW	Strategic Alliance	Laura McGilivray	Chief Executive		NHS Norfolk			30	N
31	Norfolk Housing AllianceNEW	Strategic Alliance	Tracy John	Regeneration and Devel	Strategic Housing	Wherry Housing Assoc Trust			67	N
32	Norfolk Housing Strategic BoardNEW	Strategic Alliance	Tracy John	Regeneration and Devel	Strategic Housing	North Norfolk DC			57	N
33	Norfolk Resilience Forum	Statutory Partnership	Michael Stephenson	Regeneration and Devel	Citywide services	Norfolk Constabulary	73	N	70	N
34	Norfolk Safeguarding Adults Board	Non Statutory	Nigel Andrews	Regeneration and Devel	Landlord Services	Norfolk County Council	50	N	63	N
35	Norfolk Safeguarding Children Board	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	76	N	66	N
36	Norfolk Supporting People Commissioning Body	Statutory Partnership	Tracy John	Regeneration and Devel	Strategic Housing	Norfolk Supporting People	97	Y	97	Y
37	Norfolk Waste Partnership	Non Statutory	Adrian Akester	Regeneration and Devel	Citywide services	None	47	N	50	N
38	Norwich & HCA Strategic Partnership	Legal collaboration agreeme	Gwyn Jones	Regeneration and Devel	City growth & development	None	93	N	93	Y
39	Norwich Bus Joint Investment Partnership	Non Statutory	Andy Watt	Regeneration and Devel	Transportation and Landscape	Norfolk County Council	53	N	40	N
40	Norwich Carbon Reduction Trust	Non Statutory	Richard Willson	Chief Executive	Environmental Strategy	Carbon Reduction Trust	30	N	33	N
41	Norwich City Centre PartnershipNEW	Non Statutory	Stefan Gurney	Regeneration and Devel	Economic Development	Norwich City Council	63	N	70	N
42	Norwich day care opportunities partnership boardNEW	Strategic Alliance	Nigel Andrews	Regeneration and Devel	Landlord Services	Norfolk County Council community services			43	N
43	Norwich Integrated care opportunities project	Strategic Alliance	Nigel Andrews	Regeneration and Devel	Landlord Services	NHS Norfolk			33	N
44	Norwich Learning City	Not for profit	Tim Bacon	Regeneration and Devel	Economic Development	None (registered charity)	30	N	30	N
45	Norwich Research Park (NRP)	Strategic Alliance	Ellen Tilney	Regeneration and Dev	Economic Development	South Norfolk Council	60	N	60	N
46	Norwich Urban Fringe Countryside Project	SLA + separate decision ma	Simon Meek	Regeneration and Devel	Citywide services	Norwich City Council	37	N	37	N
47	NplawNEW		Philip Hyde	Corporate Resources	Legal and Democratic Services				60	N
48	Regional Cities East	Non Statutory	Jerry Massey	Regeneration and Devel	Economic Development	None	53	N	37	N
49	Safer Food Better Business - Norfolk	Non Statutory	Jaan Stanton	Corporate Resources	Legal and Democratic Services	North Norfolk District Council	50	N	50	N
50	Shaping Norfolk's Future	Statutory Partnership	Ellen Tilney	Regeneration and Devel	Economic Development	Norfolk County Council	53	N	53	N
51	Youth Justice Board	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	66	N	66	N

Key
Highly significant (81-100) Moderate signif (41-60) Non-significant (1-20)
Major significance (61-80) Minor significance (21-40)

Norwich City Council Partnership Scorecard 2010-11

Appendix 2

Key

- 5 Highly significant
- 4 Major significance
- 3 Moderate significance
- 2 Minor significance
- 1 Non significant

Bold = significant partnership

Red = highly significant score (individual)

		LINK TO CORPORATE PRIORITIES - To what extent does the p/ship contribute to achievement of priorities in corporate plan, SCS or LAA?	DECISION MAKING - The partnership takes decisions on behalf of or which are binding on the Council.	PURPOSE OF PARTNERSHIP - Is the Council required to set up the partnership by law or in order to receive additional funding / meet a requirement of the assessment regime eg CAA or statutory guidance?	PARTNERSHIP COSTS - the Council directly contributes money or resources (incl officer time) to the partnership and / or money is directed through the Council's accounts	What are the consequences of partnership failure for the Council (financial/political/reputational) ?	RISK - Does the partnership contribute to the management of risks identified on corporate or departmental risk registers?
1	Bittern and Wherry Line Community Rail Partnerships	2	1	1	1	2	1
2	Carbon Trust	2	1	1	1	1	1
3	Central Locality Mental Health forum	2	1	1	1	1	1
4	Central Norwich Foundation Trust	4	3	1	1	3	3
5	City of Norwich Partnership	4	4	4	3	4	2
6	Citywide Board	4	2	4	1	4	2
7	CNC Building Control Partnership	3	4	1	4	3	2
8	County Community Safety Partnership (previously County Strategic G	5	4	5	4	3	3
9	East West Rail Consortium	2	1	1	1	2	1
10	Energy Saving Trust	2	1	1	1	1	1
11	Families unit operational partnership board	4	3	1	3	4	3
12	Food Hygiene Rating Scheme	4	3	4	1	3	1
13	Greater Norwich home options partnership board	4	4	3	5	4	2
14	Greater Norwich Development Partnership	5	5	5	5	5	4
15	Greater Norwich Housing Partnership	5	4	4	5	4	5
16	Greater Norwich Youth Homelessness Forum	2	2	2	1	2	1
17	Healthier Options NORfolk (HONOR)	4	3	1	1	2	1
18	HEART	2	1	1	4	2	1
19	Highways Agency Agreement	5	5	4	5	5	3
20	Investing in Communities	4	4	2	1	3	1
21	NELM	2	1	1	1	2	4
22	Norfolk Better Regulation Partnership	3	2	1	1	3	1
23	Norfolk Children's Trust Board	3	3	5	2	4	3
24	Norfolk Climate Change Partnership	4	3	1	1	3	1
25	Norfolk Concessionary Travel Scheme	3	4	3	5	5	5
26	Norfolk County Cohesion Strategic partnership	5	3	2	2	3	4
27	Norfolk County Strategic Partnership	5	3	1	2	3	1
28	Norfolk Dom Abuse&SexualViolence SB	2	3	4	2	3	2
29	Norfolk Drug and Alcohol Partnership	2	1	1	1	1	1
30	Norfolk Health Improvement Committee	2	2	1	1	2	1
31	Norfolk Housing Alliance	5	3	3	3	3	3
32	Norfolk Housing Strategic Board	4	4	2	3	3	2
33	Norfolk Resilience Forum	4	3	5	1	4	4
34	Safeguarding Adults Board	5	3	1	2	5	3
35	Norfolk Safeguarding Children Board	5	4	5	2	4	2
36	Norfolk Supporting People Commissioning Body	5	4	5	5	5	5
37	Norfolk Waste Partnership	4	3	1	2	3	2
38	Norwich & HCA Strategic Partnership	5	3	5	5	5	5
39	Norwich Bus Joint Investment Partnership	2	2	2	2	3	1
40	Norwich Carbon Reduction Trust	2	1	2	2	2	1
41	Norwich City Centre Partnership	4	4	4	3	4	2
42	Norwich day care opportunities partnership board	2	3	1	2	4	1
43	Norwich Integrated care opportunities project	2	3	1	2	3	1
44	Norwich Learning City	2	2	1	1	2	1
45	Norwich Research Park (NRP)	5	3	2	1	4	3
46	Norwich Urban Fringe Countryside Project	2	2	2	2	2	1
47	Nplaw	3	3	1	5	3	2
48	Regional Cities East	2	3	1	2	2	1
49	Safer Food Better Business - Norfolk	4	3	4	1	2	1
50	Shaping Norfolk's Future	4	3	3	2	3	1
51	Youth Justice Board	3	3	5	3	3	3

Member and 3rd sector links with partnerships 2010-11

Appendix 3

	Partnership Name	Portfolio holder	Member appointed to represent the	Third sector links with the partnership
1	Bittern and Wherry Line Community Rail Partnerships	information to be added		
2	Carbon Trust	Cllr Victoria MacDonald	Cllr Victoria MacDonald	
3	Central locality mental health forum	Vacant	n/a	Network includes many 3rd sector orgs
4	Central Norwich Foundation Trust	Vacant	Vacant	
5	City of Norwich Partnership	Cllrs Steve Morphew/ Alan Waters		Norwich third sector Forum / Voluntary Norfolk/ faith reps
6	Citywide Board	Cllr Brenda Arthur	Cllr Brenda Arthur	no links - tenant and leasehold representatives only
7	CNC Building Control Partnership	Cllr Alan Waters	Cllr Alan Waters	none
8	County community safety partnership (previously Cou	Cllr Bremner	n/a	
9	East West Rail Consortium	information to be added		
10	Energy Saving Trust	Cllr Victoria MacDonald	Cllr Victoria MacDonald	
11	Families unit operational partnership board	information to be added		
12	Food Hygiene Rating Scheme	Cllrs Brociek-Coulton and Bremner	Cllr Bremner	Principly the Food Standards Agency but in association with Broadland DC, Breckland DC, Kings Lynn and West N
13	Greater Norwich home options partnership board	Cllr Brenda Arthur		
14	Greater Norwich Development Partnership	Cllr Steve Morphew	Cllr Steve Morphew	None
15	Greater Norwich Housing Partnership	Cllr Brenda Arthur	Cllr Brenda Arthur	voluntary sector housing and care providers
16	Greater Norwich Youth Homelessness Forum	Cllr Brenda Arthur	n/a	voluntary sector housing and care providers
17	Healthy Options NORfolk (HONOR)	Cllrs Brociek-Coulton and Bremner	Cllr Bremner	Breckland District Council, City College Norwich, Norfolk County Council, NHS Norfolk (The Joy of Food),Thetford
18	HEART	Cllr Alan Waters	n/a	N/A
19	Highways Agency Agreement	Cllr Morphew; Cllr MacDonald	Cllrs Bremner (voting), Read (voting), Altman, MacDonald and Morphew	
20	Investing in Communities	Cllr Steve Morphew	n/a	Voluntary Norfolk/ NRCC/WNVCA are members
21	NELM	n/a	n/a	
22	Norfolk Better Regulation Partnership	Cllr Bremner	Cllr Bremner	
23	Norfolk childrens trust board	Cllr Waters	Cllr Waters	Voluntary Sector Forum
24	Norfolk Climate Change Partnership	Cllr Victoria MacDonald	Cllr Victoria MacDonald	
25	Norfolk Concessionary Travel Scheme	n/a transfers to Norfolk CC 01.04.2011		Norwich Door to Door
26	Norfolk county cohesion strategic partnership	Vacant	n/a	Various
27	Norfolk County Strategic Partnership	Cllr Morphew	Cllr Morphew	Voluntary Norfolk
28	Norfolk Domestic Abuse and Sexual Violence Strateg	Cllr Brenda Arthur	n/a	support providers
29	Norfolk Drug and Alcohol Partnership	Cllr Bremner	n/a	N/A
30	Norfolk health improvement committee	Vacant	n/a	Includes patient & 3rd sector participation
31	Norfolk Housing Alliance	Cllr Brenda Arthur	Cllr Brenda Arthur	Registered Providers
32	Norfolk Housing Strategic Board	Cllr Brenda Arthur	Cllr Brenda Arthur	indirectly through workstreams
33	Norfolk Resilience Forum	Cllr Bremner	Cllr Bremner	
34	Norfolk Safeguarding Adults Board	information to be added		
35	Norfolk Safeguarding Children's Board	Cllr Waters	n/a	Voluntary Sector Forum
36	Norfolk Supporting People Commissioning Body	Cllr Brenda Arthur	n/a	Provider Elected Panel (voluntary sector housing and care providers) NB - SP has an elected member panel which Cllr Arthur attends
37	Norfolk Waste Partnership	Cllr Victoria MacDonald	Cllr Victoria MacDonald	
38	Norwich & HCA Strategic Partnership	Cllr Morphew	Cllrs Morphew, Arthur, Waters	None
39	Norwich Bus Joint Investment Partnership	Cllr Morphew	Cllr Morphew	
40	Norwich Carbon Reduction Trust	Cllr Victoria MacDonald	Cllr Victoria MacDonald	
41	Norwich City Centre Partnership	Cllr Steve Morphew	n/a	on a project by project basis
42	Norwich day care opportunities partnership board	information to be added		
43	Norwich integrated care opportunities project	information to be added		
44	Norwich Learning City	Cllrs Brociek-Coulton and Bremner	n/a	broad informal partnership of organisations inc vcs
45	Norwich Research Park (NRP)	Cllr Steve Morphew	n/a	none
46	Norwich Urban Fringe Countryside Project	information to be added		works closely with various local community , conservation , health and education based voluntary groups
47	Nplaw	Cllr Waters		
48	Regional Cities East	Cllr Steve Morphew	Cllr Steve Morphew	none
49	Safer Food Better Business - Norfolk	Cllrs Brociek-Coulton and Bremner	Cllrs Brociek-Coulton and Bremner	North Norfolk DC, Breckland DC, Broadland DC, Kings Lynn and West Norfolk DC
50	Shaping Norfolk's Future	Cllr Steve Morphew	n/a	None on managment boards but Voluntary Norfolk/NRCC/WNCVA via liC Board which is a Eonomic Participation
51	Youth Justice Board	Cllr Bremner	n/a	None