

## Report for Resolution

**Report to** Cabinet  
14 March 2012

**Report of** Head of Strategy and Programme Management

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

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Item

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### Purpose

To inform cabinet of the outcomes of the annual review of the council's involvement with partnerships.

### Recommendations

To endorse the partnerships register for 2011-12.

### Financial Consequences

There are no financial consequences of this report.

### Risk Assessment

The corporate governance framework and partnerships register contribute 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".

**Cabinet Member:** Councillor Arthur – Leader of the Council

**Ward:** All

### Contact Officers

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## **Background Documents**

The following supporting documents are included as appendices to the report:

- Partnerships register including representation and significance score (appendix 1)
- Partnership score card with individual highly significant scores highlighted (appendix 2)
- Member and 3rd sector links 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 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. This is the third annual review of the partnerships register.

### **Partnerships register**

3. A similar process to previous years was followed for this year's annual review. With co-operation from directors, heads of service and lead officers, the partnerships register (appendix 1) was analysed, and a new scorecard was completed for every partnership. Any new arrangements have been added.
4. The register now records 41 partnership arrangements and their corresponding partnership significance score. This compares with 51 partnerships on the register last year. Sixteen partnerships have been removed which reflects the changing landscape of partnership activity. Six partnerships have been added.

### **Partnerships removed**

5. The partnerships removed are as follows:
  - Carbon trust. The work programme was delivered and the council moved to a SALIX funded Carbon Management Programme in April 2011. The partnership achieved a 17.9% reduction in emissions via a number of low carbon projects.
  - Central Norwich foundation trust. The council decided in September 2011 when a vacancy arose, that it was no longer appropriate to have a member on the board of trustees.
  - City of Norwich partnership (CONP). CoNP was formally dissolved by its strategic board on 14 June 2011. Changes in government policy, including the end of local area agreements, meant the need to move towards local partnership arrangements which are formed on the basis of the new government's priorities of reducing public spending, decentralisation, empowering communities and focusing on results. With this in mind the Norwich locality board has since been established (see partnerships added)
  - Energy saving trust (EST). The partnership ended in April 2011 as the work programme was delivered, having achieved a fleet review, per capita emissions report and EST 121 programme.

- Investing in communities (liC). This partnership was established to deliver the Norfolk element of an EEDA funding programme and it ended 31 March 2011 with the end of the liC Programme. liC supported thousands of individuals to improve their skills and employment prospects, access employment and start their own business. It also delivered a comprehensive programme of projects bringing in additional funding.
- Norfolk better regulation. The other partner district councils withdrew from the partnership as they no longer felt the partnership was delivering anything worthwhile and it ended 31 March 2011. It had achieved a common enforcement policy for Norfolk, better communication between enforcers and data sharing.
- Norfolk children's trust board. This board was dissolved on 4 July 2011 as it ceased to be a statutory requirement. It had achieved a greater focus on the every child matters agenda.
- Norfolk concessionary travel scheme. The function of this scheme is carried out by upper tier authorities from 1 April 2011 and has therefore transferred to Norfolk County Council.
- Norfolk health improvement committee. The committee dissolved on 3 March 2011 as it was duplicated in part by Norfolk health and wellbeing board (see item 11. partnerships added). It had been a good information sharing and communication vehicle, and identified key issues on the health improvement agenda.
- Norfolk bus joint investment partnership. This partnership which dissolved in April 2010 always had a finite lifespan. Since it began in December 2007, it achieved £3.0 million capital investment in Norwich bus services by County Council, £3.7 million investment by First in local bus services and the prioritisation of routine expenditure towards bus service improvements by city and county councils.
- Norwich carbon reduction trust (ncrt). Ncrt was added to the partnerships register from April 2010 at the time that Norwich 21 (which was previously on the register) became incorporated in to it. However Norwich City Council's relationship with ncrt is as a grant funder so this does not constitute a partnership according to the definition in the corporate governance framework and therefore should not have been included on the register previously.
- Safer food better business (SFBB). The project came to a natural end on 31 March 2011 as stipulated in the grant conditions. It had achieved the successful delivery of the SFBB food safety management tool with 438 businesses across the region with a significant number of these being from within Norwich; 98% of businesses completing the project reported that workshop/coaching had helped to improve their food safety management and 68% of food businesses were evaluated as having successfully implemented SFBB.

- Shaping Norfolk's future. The partnership was formally wound-up on 30 September 2011 as part of the transition to arrangements for a Norfolk/Suffolk Local Enterprise Partnership - the New Anglia Local Enterprise Partnership (see below - partnerships added). Its achievements include the development of Financial Industry Group (FIG) in Norwich and a joint campaign with Norwich City Council for faster rail services to London "Norwich in 90"

6. Also removed from the register this year are:

- CNC building control
- Highways agency agreement
- Nplaw

Please refer to item 17 at the end of the report for an explanation.

7. It is noted that the Greater Norwich home options partnership will be dissolving in March 2012. In addition the partnership with HEART is currently being reassessed and moving towards a contractual basis, but for the current review remains listed as a partnership

### **Partnerships added**

8. The partnerships added are as follows:

- Active Norfolk - a strategic alliance which began 1 November 2006, its memorandum of understanding was updated 2010 and it was added to the partnerships register in April 2010. Its purpose is to provide a coherent and structured approach to the development of sport and physical activity in Norfolk through a strong and integrated partnership and to seek funding to do so. Partners include county and other district councils, also sports, health and educational bodies. Norwich City Council's lead officer is Martine Holden, leisure and sports development manager. The partnership is scored as moderately significant.
- Disabled access business merit – a partnership between Norwich Access Group and the council's food team which started 22 September 2010. Its purpose is to promote the provision of disabled access, seating and toilet facilities in Norwich catering establishments. Jaan Stanton, food safety manager is the council's lead officer. The partnership is scored as moderately significant.
- New Anglia local enterprise partnership (NALEP) – a strategic alliance which was formally established on 1 April 2011. Its key objective is economic growth for Norfolk and Suffolk. Board members include county and district councils, and members of the business sector. Ellen Tilney, economic development manager is the council's lead officer and Councillor Alan Waters is a board member. The partnership is scored as moderately significant.

- Norfolk health and wellbeing board (shadow) – this statutory partnership will be formally established from 1 April 2012 and in the meantime a shadow board has been in operation since May 2011. The shadow board has approximately 40 members but after April 2012 membership will be significantly reduced, although it has been confirmed that each district council will be represented by its Leader.. The board has been established as the result of health reforms to undertake JSNA and set strategy according to health needs. Norwich City Council's lead officer is Rachael Metson, partnerships manager Councillor Brenda Arthur is the council's board member. The partnership currently scores as being of minor significance but this is likely to change as this Board formalises.
- Norfolk offenders accommodation board (NOAF) – a wide multi-agency reference group which began in the 1990s but only came on the register this year following a change in lead officer. The key aim of NOAF is to assist organisations to work together more effectively to reduce the risk of offending and reoffending, by improving the provision and coordination of housing and support services to offenders and those at risk of offending and by working constructively with agencies with a statutory or other related role for this client group. Partners include county and other district councils, prisons, police, other statutory and voluntary providers. Emma Smith, housing strategy officer is the council's lead officer. The partnership scores as being of minor significance.
- Norwich locality board – a strategic alliance which was established in October 2011 following the dissolution of City of Norwich Partnership (local strategic partnership) in June. Its key objectives are to promote collaborative and new ways of working, identifying opportunities for cost savings and efficiencies through joint service redesign, shared provision and better co-ordination of public service delivery. Partners include county council, police, probation, representatives of the voluntary and business sectors, Norwich clinical commissioning group with Norwich City Council being the lead partner. Councillor Brenda Arthur is chair and Laura McGillivray, chief executive is the council's lead officer. The partnership is scored as moderately significant.

### **Significant partnerships**

9. Through implementing the corporate governance framework the council has identified just one 'highly significant' partnership this year:
  - Norwich and HCA strategic partnership
10. Norwich and HCA strategic partnership has been assessed more rigorously for the strength of its governance arrangements, notwithstanding governance arrangements should be proportionate to the risks involved.
11. This year three partnerships have moved from being highly significant to a lesser significance:
  - Greater Norwich development partnership (GNDP)
  - Greater Norwich housing partnership GNHP)
  - Norfolk supporting people commissioning body

12. The main purpose of the GNDP was to produce the joint core strategy. As anticipated last year, the adoption of the plan in March 2011 has changed the significance of this partnership from highly to moderately significant.
13. GNHP has been scaled down and no longer employs a co-ordinator. The GNHP empty homes project, for which Norwich controlled the accounts and employed the project manager, has also come to an end. The score for GNHP is now major significance.
14. Norfolk supporting people commissioning body's scoring has lowered from scoring highly significant to major significance. This is mainly because the scoring for financial significance has dropped from high to insignificant. This is also in line with County Council's desires to disaggregate funding and delivery to locality level as discussed at a recent Norwich Locality Board meeting.

### **Issues to note**

15. The majority of partnerships have remained static within their significance bandings.

The member involvement in these partnerships is listed as Appendix 3.

### **Development of an external relationship register**

16. In order to ensure a sound system of internal control and risk management of all the council's external relationships, the partnerships register will be maintained as part of a wider external relationships register, currently being developed. This will bring together the register of partnerships, contracts and joint arrangements (shared services etc).
17. For these reasons, the following will now be listed on the joint arrangements register, alongside LGSS
  - CNC building control
  - Nplaw
  - Highways Agency Agreement

### **Recommendations**

18. Cabinet are asked to endorse the partnerships register for 2011-12.

Norwich City Council Partnerships Register 2011-12

Appendix 1

No.	Partnership Name	Type of Partnership	Lead Officer	Directorate	Department	Lead Authority/Partner	2010-11		2011-12	
							Significance Score (%)	Significant Partnership	Significance Score (%)	Significant Partnership
1	Active Norfolk	NEW Strategic alliance	Martine Holden	Chief Executive	Sport & leisure development	Norfolk County Council	53	N	53	N
2	Bittern and Wherry Line Community Rail Partnerships	Non Statutory	Bruce Bentley	Regeneration and Devel	Transportation and Landscape	Norfolk County Council	27	N	33	N
3	Central Locality Mental Health forum	Strategic Alliance	Rachael Metson	Chief Executive	Partnerships Team	NHS Norfolk	23	N	20	N
4	Citywide Board	Statutory Partnership	Tracy John	Regeneration and Devel	Landlord Services	Norwich City Council	57	N	77	N
5	City Centre Partnership	Non Statutory	Stefan Gurney	Regeneration and Devel	Economic Development	Norwich City Council	70	N	70	N
6	Disabled access business merit	NEW Non Statutory	Jaen Stanton	Regeneration and Devel	Legal and Democratic Services	Norwich Access Group			50	N
7	East West Rail Consortium	Non Statutory	Bruce Bentley	Regeneration and Devel	Transportation and Landscape	Buckinghamshire County Co	27	N	30	N
8	Families Unit operational partnership board	Strategic Alliance	Nigel Andrews	Regeneration and Devel	Landlord Services	Norwich City Council	60	N	60	N
9	Food Hygiene Rating Scheme	Non Statutory	Jaen Stanton	Regeneration and Devel	Legal and Democratic Services	Norwich City Council	53	N	50	N
10	Greater Norwich Development Partnership	Non Statutory	Jerry Massey	Regeneration and Devel	Economic Development	None	97	Y	60	N
11	Greater Norwich home options partnership	Non Statutory	Becky Chapman	Regeneration and Devel	Strategic Housing	Saffron Housing Trust	73	N	63	N
12	Greater Norwich Housing Partnership	Non Statutory	Tracy John	Regeneration and Devel	Strategic Housing	District Authorities	90	Y	70	N
13	Greater Norwich Youth Homelessness Forum	Non Statutory	Emma Smith/Chris Hanco	Regeneration and Devel	Strategic Housing	Mancroft Advice Project	33	N	33	N
14	Healthier Options NORfolk (HONOR)	Non Statutory	Jaen Stanton	Corporate Resources	Legal and Democratic Services	Norwich City Council	40	N	33	N
15	HEART	Non Statutory	Nikki Rotsos	Chief Executive	Culture & comms	Norwich City Council	37	N	37	N
16	NELM	Grant funded with separate decision making body	Bridget Buttinger	Corporate Resources		Norwich City Council	37	N	37	N
17	New Anglia Local Enterprise Partnership	NEW Strategic alliance	Ellen Tilney	Regeneration and Devel	Economic Development	Dr Andy Wood			60	N
18	Norfolk Climate Change Partnership	Strategic Alliance	Richard Willson	Chief Executive	Environmental Strategy	Norfolk County Council	43	N	27	N
19	Norfolk Community Safety Partnership	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	80	N	80	N
20	Norfolk County Cohesion Strategic partnership	Non Statutory	Bob Cronk/Nadia Aman	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	63	N	60	N
21	Norfolk County Strategic Partnership	Non Statutory	Rachael Metson	Chief Executive	Partnerships Team	Norfolk County Council	50	N	37	N
22	Norfolk Dom Abuse&SexualViolence SB	Strategic Alliance	Jo Sapsford	Chief Executive	Partnerships Team	Norfolk County Council	53	N	40	N
23	Norfolk Drug and Alcohol Partnership	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	23	N	60	N
24	Norfolk health & wellbeing board (shadow)	NEW Statutory Partnership	Rachael Metson	Chief Executive	Partnerships Team	Norfolk County Council			33	N
25	Norfolk Housing Alliance	Strategic Alliance	Tracy John	Regeneration and Devel	Strategic Housing	Wherry Housing Assoc Trust	67	N	40	N
26	Norfolk Housing Strategic Board	Strategic Alliance	Tracy John	Regeneration and Devel	Strategic Housing	North Norfolk DC	57	N	37	N
27	Norfolk offenders accomodation forum (NOAF)	NEW Non Statutory	Emma Smith	Regeneration and Devel	Strategic Housing	180degree Norfolk (Norfolk Constabulary)			33	N
28	Norfolk Resilience Forum	Statutory Partnership	Michael Stephenson	Regeneration and Devel	Citywide services	Norfolk Constabulary	70	N	50	N
29	Norfolk Safeguarding Adults Board	Non Statutory	Nigel Andrews	Regeneration and Devel	Landlord Services	Norfolk County Council	63	N	63	N
30	Norfolk Safeguarding Children Board	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	66	N	76	N
31	Norfolk Supporting People Commissioning Body	Statutory Partnership	Tracy John	Regeneration and Devel	Strategic Housing	Norfolk Supporting People	97	Y	73	N
32	Norfolk Waste Partnership	Non Statutory	Adrian Akester	Regeneration and Devel	Citywide services	None	50	N	37	N
33	Norfolk Youth Justice Board	Statutory Partnership	Bob Cronk	Regeneration and Devel	Local neighbourhood services	Norfolk County Council	66	N	60	N
34	<b>Norwich &amp; HCA Strategic Partnership</b>	Legal collaboration agreeme	Gwyn Jones	Regeneration and Devel	City growth & development	None	93	Y	97	Y
35	Norwich day care opportunities partnership board	Strategic Alliance	Nigel Andrews	Regeneration and Devel	Landlord Services	Norfolk County Council comr	43	N	43	N
36	Norwich Integrated care opportunities project	Strategic Alliance	Nigel Andrews	Regeneration and Devel	Landlord Services	NHS Norfolk	33	N	40	N
37	Norwich Learning City	Not for profit	Tim Bacon	Regeneration and Dev	Housing services	None (registered charity)	30	N	20	N
38	Norwich locality board	NEW Strategic alliance	Laura McGillivray	Chief Executive		Norwich City Council			53	N
39	Norwich Research Park (NRP) stakeholder board	Strategic Alliance	Laura McGillivray	Chief Executive		South Norfolk Council	60	N	36	N
40	Norwich Urban Fringe Countryside Project	SLA + separate decision making body	Simon Meek	Regeneration and Devel	Citywide services	Norwich City Council	37	N	46	N
41	Regional Cities East	Non Statutory	Jerry Massey	Regeneration and Devel	Economic Development	None	37	N	30	N

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

**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 partnership contribute to the achievement of priorities in either the corporate plan (CP) or a strategic priority plan (SPP).	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 or to meet the requirement of an assessment regime eg VFM assessment or any 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	CONSEQUENCES OF FAILURE - What are the consequences of partnership failure for the Council (financial/political/reputation al)?	RISK - Does the partnership contribute to the management of risks identified on corporate or departmental risk registers?	
1	Active Norfolk	4	2	4	3	1	
2	Bittern and Wherry Line Community Rail Partnerships	2	2	1	3	1	
3	Central Locality Mental Health forum	1	1	1	1	1	
4	Citywide Board	5	4	5	4	4	
5	Disabled access business merit	3	3	3	3	2	
6	East West Rail Consortium	2	2	1	2	1	
7	Families Unit operational partnership board	4	3	1	3	3	
8	Food Hygiene Rating Scheme	4	2	4	1	3	1
9	Greater Norwich home options partnership board	4	4	1	5	3	2
10	Greater Norwich Development Partnership	3	4	4	2	3	2
11	Greater Norwich Housing Partnership	5	4	4	2	3	3
12	Greater Norwich Youth Homelessness Forum	2	2	2	1	2	1
13	Healthier Options NORfolk (HONOR)	4	2	1	1	1	1
14	HEART	2	1	1	4	2	1
15	NELM	2	1	1	2	1	4
16	New Anglia Local Enterprise Partnership	4	3	4	1	4	2
17	Norfolk Climate Change Partnership	2	1	1	1	2	1
18	Norfolk Community Safety Partnership	5	4	5	5	4	3
19	Norfolk County Cohesion Strategic partnership	3	3	3	2	3	4
20	Norfolk County Strategic Partnership	1	3	3	1	2	1
21	Norfolk Dom Abuse&SexualViolence SB	2	2	2	1	3	2
22	Norfolk Drug and Alcohol Partnership	3	3	3	3	3	3
23	Norfolk health & wellbeing board (shadow)	2	2	1	1	3	1
24	Norfolk Housing Alliance	3	1	1	1	3	3
25	Norfolk Housing Strategic Board	2	2	2	1	2	2
26	Norfolk offenders accomodation forum (NOAF)	2	2	2	1	2	1
27	Norfolk Resilience Forum	3	3	3	1	3	2
28	Norfolk Safeguarding Adults Board	5	3	1	2	5	3
29	Norfolk Safeguarding Children Board	5	4	5	2	4	3
30	Norfolk Supporting People Commissioning Body	5	4	4	1	4	4
31	Norfolk Waste Partnership	2	2	1	2	2	2
32	Norfolk Youth Justice Board	3	3	3	3	3	3
33	<b>Norwich &amp; HCA Strategic Partnership</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
34	Norwich City Centre Partnership	4	3	3	5	4	2
35	Norwich day care opportunities partnership board	2	3	1	2	4	1
36	Norwich Integrated care opportunities project	2	3	1	2	3	1
37	Norwich Learning City	1	1	1	1	1	1
38	Norwich locality board	3	3	4	1	3	2
39	Norwich Research Park (NRP)	3	1	2	1	3	1
40	Norwich Urban Fringe Countryside Project	3	2	3	2	2	2
41	Regional Cities East	2	3	1	1	1	1

Member and 3rd sector links with partnerships 2011-12

Appendix 3

	Partnership Name	Portfolio holder	Member appointed to represent the council	Third sector links with the partnership
1	Active Norfolk	Cllr Brenda Arthur	Cllr Brenda Arthur	
2	Bittern and Wherry Line Community Rail Partnerships	Cllr Bert Bremner	None	
3	Central locality mental health forum	Cllr Brenda Arthur	None	Voluntary Norfolk Norwich MIND, Julian Housing
4	Citywide Board	Cllr Victoria MacDonald	cllr victoria MacDonald	none
5	Disabled Access Business Merit	Brenda Arthur	None	None
6	East West Rail Consortium	Cllr Bert Bremner	None	
7	Families unit operational partnership board	Cllr Victoria MacDonald	none	NORCAS
8	Food Hygiene Rating Scheme	Julie Westmacott	None	Norfolk District Councils (all are included in the nFHRS apart from NNDC and Gt Yarmouth)
9	Greater Norwich Development Partnership			
10	Greater Norwich home options partnership board	Victoria McDonald	Victoria McDonald	
11	Greater Norwich Housing Partnership			
12	Greater Norwich Youth Homelessness Forum	Cllr MacDonald	None	Supported housing providers, Mancroft Advice Project
13	Healthy Options NORfolk (HONOR)	Julie Westmacott	None	Matthew Project, NORCAS
14	HEART	Cllr Alan Waters	n/a	N/A
15	NELM	None	None	None
16	New Anglia Local Enterprise Partnership (NALEP)	Cllr Alan Waters		
17	Norfolk Climate Change Partnership	Bert Bremner	N/A	
18	Norfolk community safety partnership (CSP)	Cllr Julie Westmacott	None from Norwich CC	Victim Support
19	Norfolk county cohesion strategic partnership	Cllr Brenda Arthur	None	Although membership of the operational Cohesion Network Steering group is widespread, there is little or no attendance of vcs groups. Members include former NNREC, NCODP, West Norfolk Partnership, NEAD, Community Connections (Yarmouth) but these only represent recent attendees, not all participants.
20	Norfolk County Strategic Partnership	Cllr Brenda Arthur	Cllr Brenda Arthur	Voluntary Norfolk, West Norfolk VCS
21	Norfolk Domestic Abuse and Sexual Violence Strategic Board		None	Victim Support, Norfolk PACT, MATRIX, 4Women, Families' House, SeVA, Relate, Leeway
22	Norfolk Drug and Alcohol Partnership	Cllr Julie Westmacott	None from Norwich CC	Matthew Project, NORCAS
23	Norfolk Health & wellbeing board(shadow)	Cllr Brenda Arthur	Cllr Brenda Arthur	n/a
24	Norfolk Housing Alliance			
25	Norfolk Housing Strategic Board			
26	Norfolk offenders accomodation forum (NOAF)	Cllr MacDonald	None	Supported housing providers
27	Norfolk Resilience Forum	Cllr Julie Westmacott	Cllr Julie Westmacott	The British Red Cross (Chair: Emergency Planning & Resilience Manager) Breckland Council (Vice Chair: District Emergency Planning Manager) - also representing all Norfolk District, Borough and City Councils Norfolk & Waveney Churches Together East of England Ambulance Service NHS Trust King"s Lynn & West Norfolk Emergency Wardens Norfolk RAYNET North Anglia RAYNET St John Ambulance Victim Support Norfolk Norfolk Civil Protection Volunteers Norfolk Constabulary Norfolk Fire and Rescue Service Norfolk Lowland Search & Rescue Norfolk Trauma Counselling Network MIND, National Association for Mental Health Rover Rescue RSPCA
28	Norfolk Safeguarding Adults Board	Cllr Brenda Arthur	none	none
29	Norfolk Safeguarding Children's Board	Cllr Victoria MacDonald	None from Norwich CC	Momentum

30	Norfolk Supporting People Commissioning Body	Cllr Victoria MacDonald	cllr victoria MacDonald	NORCAS, Stonham Homestay, Norfolk Police, Julian Housing , Norfolk Disticts Councils
31	Norfolk Waste Partnership	Cllr Julie Westmacott		none
32	Norfolk Youth Justice Board	Cllr Westmacott	None from Norwich CC	None
33	Norwich & HCA Strategic Partnership	Cllr Brenda Arthur	Cllrs Arthur, Waters and MacDonald	None directly
34	Norwich City Centre Partnership	Cllr Alan Waters	Cllr Claire Stephenson/ Cllr Julie Westmacott	Members of CCP - Age Uk Norfolk & BIG C Charity
35	Norwich day care opportunities partnership board	Cllr Brenda Arthur	none	
36	Norwich integrated care opportunities project	cllr brennda Arthur	none	none
37	Norwich Learning City			Numerous community learning and support organsations/projects. But NLC is only really a network now.
38	Norwich locality board	Cllr Brenda Arthur	Cllr Brenda Arthur	Voluntary Norfolk,
39	Norwich Research Park (NRP)	n/a	n/a	n/a
40	Norwich Urban Fringe Countryside Project	Cllr Gihawi	Cllr Gee	BTCV
41	Regional Cities East			