



West Norfolk Partnership

Partnership Working Protocol

Working Together. Making a Difference.

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Introduction

Working Together. Making a Difference.

The West Norfolk Partnership co-ordinates partnership working in West Norfolk. Partnership working is the relationship between two or more people or organisations working together achieve agreed and mutually beneficial goals.

The aim of these Protocols is to put in place processes through which we can work to

"achieve more together than we can on our own through collaboration, co-ordination and commitment - making life better for people in West Norfolk."

These protocols, clearly communicated and understood, will underpin partnership working in West Norfolk so that the WNP is in a strong position to:

- (a) respond to the local and national priorities, co-ordinating and improving local public services, and
- (b) deliver real change both in terms of how partner organisations work together and, consequentially, in terms of real outcomes - improvements - on the ground.

This document comprises two parts. **Part 1** outlines the **aims and objectives** of partnership working in West Norfolk, and summarises how partnership working is structured to achieve these. It covers the key steps in delivery of the aims, how partners contribute to this, and the protocols that underpin partnership working.

Part 2 provides more detailed **terms of reference** for the Partnership Board and the other elements of the model, clarifying their roles and the relationship between each other.

The Appendices provide more detailed supplementary and contextual information.

With protocols in place, partnerships, and the partner organisations that contribute to them, will be able to harness the high level of commitment and goodwill towards working together and translate it into outcomes that make a difference.

Nick Daubney, Chair, West Norfolk Partnership

On behalf of the West Norfolk Partnership Board



Part 1: Partnership Working Aims & Objectives

1. Aim of Partnership Working

The aim of partnership working in West Norfolk is to improve local quality of life and tackle important local issues. Working in partnership allows organizations to

*"achieve more together than we can on our own through collaboration, co-ordination and commitment - making life better for people in West Norfolk."*¹

The West Norfolk Partnership will operate both strategically and at a local level to meet priorities in a way most suitable to the needs of their area. This involves a complex mix of organisations and partnerships working to more appropriately meet the needs of local communities and more effectively utilise the resources of partner agencies.

"Local leaders have to balance many competing interests on economic, social and environmental issues.

In order to do this effectively they need to understand local needs and opportunities, set clear ambitions for the area and seek resources in order to achieve their ambitions.

*They also need to monitor changes in local well-being (often referred to as quality of life) to see if they are achieving their goals and whether new circumstances mean that priorities need to change."*²

Community Leadership is an integral part of the partnership's role. The 2006 Local Government white paper promotes an enhanced role for councils as strategic leaders and place-shapers through stronger Local Strategic Partnerships (LSPs) and 'next-generation' Local Area Agreements (LAAs) with wider scope and importance, backed with a duty to cooperate between councils and local partners.

2. Objectives of Partnership Working

The West Norfolk Partnership (WNP) will achieve its aims by

1. developing a long-term vision for the area 2.1
2. defining priorities 2.2
3. developing annual action plans 2.3
4. delivering these plans 2.4
5. monitoring and managing performance 2.5
6. promoting a partnership-working culture 2.6
7. supporting relevant partnerships 2.7

¹ Agreed at November 2003 Board Meeting

² 'People, Places & Prosperity', Audit Commission, 2004

2.1 Long Term View of West Norfolk

The West Norfolk Strategy will provide a long term view of how local quality of life in West Norfolk can be improved. This will be informed by evidence and consultation. It will establish the strategic vision within which shorter term priorities are established as 'stepping stones' towards this future. The partnership's strategy is based on seven elements:

1. **Innovative Local Leadership**, with effective participation, representation and leadership
2. **Integrated Local Services**, working together to ensure customer needs are met and services are available fairly across our local communities
3. **Social & Cultural Environment**, fair, tolerant and cohesive with a strong local culture and sense of community
4. **Economic Environment**, a centre of regional importance with a diverse employment base built on the area's economic strengths
5. **Natural Environment**, featuring places for people to live, work and visit that balance these needs with considerations for West Norfolk's unique natural heritage
6. **Built Environment**, featuring places for people to live, work and visit that balance these needs considerations for West Norfolk's unique built heritage
7. **Integrated Connections**, linking people to services, information and communities within and outside of West Norfolk

2.2 Evidence-based priorities

Strategy development, implementation and review to address these issues is the core work of the West Norfolk Partnership, balancing and prioritising competing demands based on:

• Consultation & research

It is the role of the annual Partnership Forum to hold a robust debate on these policy issues to allow the Partnership Board to balance and prioritise between national and local concerns.

• Each individual partners' service priorities

Local service providers, including national agencies and government departments, bring their own targets and requirements to the table. It is the job of the WNP, as a strategic body, to assimilate and integrate these targets at a local level.

• Evidence of local need

In order to provide this level of evidence that partnership has invested in 'Dawn' (Data about West Norfolk), a data observatory containing over 1,000 national indicators and an increasing number of local ones. This system can be viewed

at <http://dawn.localknowledge.co.uk>. Data sharing protocols are being developed to support the partnership's vision for evidence-based working and once adopted these will be found at appendix A2.

2.3 Action Planning

The WNP will prioritise and work to address a small number of outcomes that underpin the long-term vision for West Norfolk. Action plans will be developed that set out short-term projects or initiatives through which these outcomes can be achieved. Together with the project plans of any task & finish groups (section 6), these will comprise the West Norfolk strategy and will focus the work of the partnership.

In addition, the partnership works towards an annual partnership development plan that sets out the improvements required to underpin partnership working – such as training and development, provision of the secretariat, meeting / forum costs etc.

2.4 Delivery of Action Plan

Delivery of the West Norfolk Strategy is through the associated partner organisations and the partnership structure, including any working groups that may be established to address specific issues.

For the vision for West Norfolk to be achieved and the priorities effectively addressed, they have to impact on the day-to-day activity of partner' organisations.

Each partner will need to consider how this can be achieved, and there is a critical role for the delivery group in this process. This will require each organisation to

- (a) develop corporate plans / strategies that embed these actions within their work
- (b) prioritise accordingly and move budgets / resources to these priority areas
- (c) be clear about those areas that it won't contribute towards because they are only applicable to themselves and do not require a partnership response.

2.5 Monitoring and Performance Management

The management group will monitor delivery against the strategy and action plans and will receive monthly financial monitoring reports in respect of any significant funding streams.

Progress and achievements will be reported to the annual Forum.

The WNP recognises that whilst it will be held accountable for the delivery of its priorities, it is through the individual partner agencies that actual delivery will take place. The WNP therefore operates with respect for individual

partners' accountability & governance arrangements.

2.6 Develop Partnership Culture

Partners should foster and promote within their own organisation a culture that promotes the importance and advantages of working in partnership. All partners recognise that:

- (a) partnership working is an essential component of democratic society
- (b) partners play distinct but complementary roles in the development of public policy and delivery of services
- (c) effective partnership working arrangements will be maintained through the inclusion of all partners

"The future lies with those managers who can demonstrate the capacity to work effectively across organisational boundaries. Such boundaries will always exist. Those able to operate flexibly need encouragement, in contrast to those who persist in working in isolation and making decisions alone."³

Partnership working values, roles and responsibilities, ethics and standards are discussed in more detail at section 8.

2.7 Partnership Structure

The West Norfolk Partnership operates a structure similar to that of a company, with a **Board** and a wider stakeholder **Forum**.

The Board achieves its aim through policy development, implementation and review. This work is informed by **thematic partnerships** in key policy areas and by time-limited **task & finish groups** set up to investigate and report on specific policy issues.

Policy implementation is through two strands - through the work of the **thematic partnerships** and their **partnership sub-groups**, and through the work of the partner organisations themselves.

The **thematic partnerships** are centered on the four 'blocks' of the local area agreement:

- Children & Young People
- Safer & stronger communities
- Healthy communities and older people
- Economic

A **Management Group** is tasked with strategy implementation.

Part two of these protocols provides more detailed terms of reference for these groups. The thematic partnerships have their own Terms of Reference and these are available via the partnership's website.

³ Lord Laming, Report of the Victoria Climbié Inquiry

3. Partnership Protocols

The following protocols apply to the operation and members of partnership bodies working in West Norfolk.

3.1 Principles

Local organizations represented on the Partnership Board are responsible for the deployment of, and influence over, significant resources, in terms of both

- (a) the services provided / budgets allocated by many partnerships, and
- (b) the time and resources provided in attendance at, and support of, partnership working

Each partnership will retain overall say on membership with the aim of retaining flexibility of membership to ensure that the right people are at the table at the right time to help the partnership deliver its aims and objectives. The size and membership of the Partnership should ensure that:

- (a) the key public, private and voluntary sector organisations with responsibilities in West Norfolk are represented.
- (b) the balance of skills and experience is appropriate for the partnership to achieve its aims.
- (c) the right people are around the table at the right time to enable the partnership to deliver its aims and objectives.
- (d) It is able to operate at a strategic level, whilst retaining close and effective links with the wide range of existing delivery partnerships within the Borough
- (e) it retains some flexibility and avoids a prescriptive approach.

3.2 Meeting in Private

Any Partnership member can reserve the right to call for any item to be deferred to private session on a majority agreement at any stage of the meeting.

There are any number of reasons why items could be considered in private session, broadly:

- (a) because information is not yet in the public domain
- (b) to protect client confidentiality
- (c) to ensure that Board Members do not feel that their ability to fully contribute to any discussion is impaired or compromised.

Private session may include attendance by:

- (a) Members of the Partnership Board
- (b) Officer Secretariat who directly support the operation of the Partnership

- (c) Officers / employees from Partner organisations or the partnership structure (section 6) attending at the invitation of the Board

3.3 Roles and Responsibilities

Partnership members are expected to hold senior positions within their nominating agencies or organisations or be an elected representative of their network. Members will have the following generic roles and responsibilities:

a. Have a Strategic View

- ability to take a strategic view of the issues facing West Norfolk and the national and local policy context
- consider the overall best interests of West Norfolk when taking into account the interests of their organisation or sector
- contribute in the development, implementation, monitoring and evaluation of West Norfolk Partnership policies and strategic plans.
- Promote equality of opportunity in the work of the West Norfolk Partnership and constructively challenge discriminatory practice, which may prevent participation in the work of the West Norfolk Partnership.

b. Be a team member

- Use and share their skills, knowledge and personal experience to steer the work of the West Norfolk Partnership
- Participate in the debates and decisions of the West Norfolk Partnership and contribute to building and maintaining a constructive relationship between all partners.
- Seek to identify resources that can be utilised to achieve the aims of the West Norfolk Partnership and its strategic plans.
- Work on a consensus basis and demonstrate collective responsibility which includes publicly supporting all West Norfolk Partnership decisions.
- Demonstrate a commitment to regularly attend meetings and participate fully in the work programme and activities of the WNP. Substitutes are allowed, however the partnership operates a 'three strikes and you're out' non-attendance policy at the discretion of the chair and vice-chair.
- Be committed to build capacity as individuals and part of a team, including attending West Norfolk Partnership meetings, training/information sharing events, workshops etc.

c. Represent their Sponsoring Body (Organisation, Partnership or Network):

- Be empowered by their nominating body to represent the views of their organisation at meetings of the West Norfolk Partnership and report back to their bodies on the outcome of West Norfolk Partnership meetings.
- Must be clear and transparent about the extent of their organisation to commit resources, and clear about the timetable and process to gain commitment
- exert influence on behalf of the WNPB within their own organisation in order to shape decisions, adjust priorities, commit resources and make changes to front line service delivery, as appropriate
- Remain accountable to the organisation / body they represent
- Should ensure that they are in touch with their organisation, collecting sufficient views in advance of issues arising to act as an authoritative voice for their organisation and reporting back to their organisation sufficiently to ensure that agreed actions happen smoothly.
- It is recognised that some Board Members will be wearing different 'hats' and this is to be welcomed.
- Represent the West Norfolk Partnership at public meetings, events, workshops, and conferences in accordance with a communications protocol

3.4 Shared Values

Common to all partners is the need to demonstrate:

- (a) **flexibility** to respond to new & changing opportunities
- (b) **ambition** in working towards what's best for West Norfolk
- (c) **integrity** of word and actions with colleagues, politicians and the public
- (d) **transparency** of working that balances the interests of citizens
- (e) **honesty** between partners and with stakeholders

3.5 Ethics and Standards

All West Norfolk Partnership members agree to adhere to the Nolan Principles for involvement in public life:

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organizations that might influence them in the performance of their official duties

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards or benefits, holders of public office should make choices on merit

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate for their office

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands

Leadership: Holders of public office should promote and support these principles by leadership and example

3.6 Diversity Statement

The West Norfolk Partnership is bound by the provision and spirit of the relevant legislation and all its work, policies, procedures, protocols and training is informed by a commitment to the promotion of diversity.

For example, the statutory duty to promote race equality applies to the public authorities that are covered by the Race Relations Act and participate in partnerships.⁴

All constituent agencies are required to ensure that their services are equally underpinned by such commitment. The partnership will use its influence to promote these principles and will seek wherever possible, both in its own work and that of its partner agencies, to eliminate discrimination, harassment and attacks on any group or individual.

The West Norfolk Partnership works towards an inclusive and diverse community for all people living and working in West Norfolk. For the purpose of the work of the partnership, a diverse community is defined⁵ as including:

- promotion of community cohesion
- celebrating & embracing diversity

⁴ Public Authorities and Partnerships - A guide to the duty to promote race equality, Commission for Racial Equality, 2004

⁵ As defined by the Diverse Community Partnership

- fostering an environment which allows diverse communities to participate fully in society

A cohesive community is one where⁶

- there is a common vision and sense of belonging for all communities
- the diversity of people's backgrounds and circumstances are appreciated and valued
- regardless of backgrounds, all people have similar life opportunities
- strong and positive relationships are being developed between people from diverse backgrounds in the workplace, in schools and within neighbourhoods

The simplest way for partnerships to ensure they comply with this duty is to ensure that race equality is built into the partnership's aims, objectives, plans and projects, and monitored.

3.7 Decision-Making

The partnership board is a 'board of decision-makers' and therefore acts as an advisory body. It is not a legal entity and does not directly control resources, employ staff or have the legal status to contract with other bodies to achieve its objectives.

The board may move towards closer working arrangements, as set out in the table below, depending upon the benefits to be obtained and the funding streams available.

| Board of Decision-Makers | |
|--------------------------|--------------------------------------------------------------------------------|
| Shared goals | Align priorities and performance management systems |
| Shared resources | Sharing premises, maximising staff skills (secondments), equipment etc |
| Shared budgets | Pooling budgets to achieve mutual benefits |
| Joint commissioning | Where the partnership acts a client in procuring services or letting contracts |
| Integrated Provision | Joining-up services or functions so they are provided by a single entity |
| Decision-Making Board | |

The options open to Local Authorities in this respect may need review in light of planned secondary legislation under s16 of the Local Government Act 1999 and the 2001 Local Government White Paper.

⁶ Based around LGA Guidance 2002

3.8 Resources

The WNP works to maximise the efficient and effective use of public resources, with the underlying philosophy that public funds don't *belong* to public agencies - although they are accountable for how it gets spent, they exist to use those funds for the maximum benefit of local people. It's more important that this benefit is realised, rather than who achieves it.

As appropriate in its work the partnership will demonstrate equitable and fair use of resources. It will work to implement the action plan by making the maximum use of the resources at its disposal. It will do this by:

(a) Securing external funding streams

The partnership will seek to maximise funding opportunities for all sectors, and to attract inward investment.

(b) Making best use of existing funding

Each organisation will have a contribution to make to some of the actions detailed in the West Norfolk Strategy. By coming together with other partners to achieve the same targets, the partnership can demonstrate more efficient and effective use of resources.

(c) Influencing other organisations' funding streams

Together the partnership will seek to 'draw in' suitable partners and organisations as necessary in the delivery of the action plan. This could be through sharing resources or budgets or simply bringing new organisations 'on board' to achieve the action plan.

Individual partners will remain responsible and accountable for decisions on their services and resources.

(d) Allocation of Resources

Where the partnership has funding to allocate, the following will apply:

1. The partnerships financial year runs April to March.
2. The Management Group prepare the annual budget for recommendation to the board for approval at its April meeting.
3. The budget will be allocated in support of its priorities through a commissioning process. Where appropriate this will be in accordance with principles outlined in the Norfolk Compact with the voluntary sector.
4. No additional discretionary funding is available, so the Partnership will not entertain any speculative funding requests.
5. The partnership will agree a lead agency for each funding stream and project, which will

be held accountable by the Management Group:

- a. their organisational procedures or standing orders will apply
 - b. the Partnership may request any background / working papers in support of this
 - c. the lead officer from this agency may be invited to attend the management group meetings as appropriate.
6. The Management Group will receive monthly budget monitoring reports including all funding streams, such as SSCF, and breakdowns on key budget lines, such as the 'Big Ideas'.
7. The Management Group have authority delegated from the Board to allocate up to £50K to any one project or commissioned piece of work within the budgetary framework.
8. All aspects of public sector activity are open to scrutiny, particularly councils as publicly-elected bodies. This may require access by the Councils' external auditors to all elements of partnership activity.

3.9 Partnership Secretariat

The partnership secretariat comprises a mix of partnership-funded posts and those heavily involved in partnership working. A full up-to-date list is maintained on the partnership's website.

The Partnership Secretariat will work closely together, initially as a 'virtual partnership support unit'.

3.10 Communication

For partnership working to be successful, there needs to be clear communication between

- ✚ the different elements of the partnership model, and
- ✚ the wider members of partner organisations and their stakeholders.

The public face of the WNP is about tangible outcomes as a direct result of partnership working.

(a) Partnership Brand

Brand can be defined as the 'collection of perceptions in the mind of the consumer (or public)'. This is influenced by:

- ✚ what is *transmitted* by the organisation – logo, visual identity, values, brand promise, etc and
- ✚ what is *received* in consumers' minds – associations, communications, experiences, brand personality etc.

It is important that the partnership associates itself with the positive work and successes it achieves in order to:

- ✚ recognise success
- ✚ reduce the need for a myriad of individual partner logos
- ✚ acknowledge the contribution of the lead agency
- ✚ improve transparency and accountability
- ✚ demonstrate that organisations are working together

The partnership branding should be applied to any project, initiative or achievement commissioned or delivered by

- a. two or more partnership organisations working together, or a third party on behalf of the partnership, *and*
- b. funded through either existing mainstream budgets or programme-based funding streams.

The communications protocols in general improve the co-ordination of proactive communication and will help ensure that the partnership maximises every opportunity to promote its work.

In addition, the partnership's website and Dawn, the data observatory, are clearly branded. However, partnership initiatives are still often branded with multiple-logos.

Each partnership project or initiative:

- a. is led by an organisation on behalf of the partnership (ref 9.8 (d) 5). This organisation becomes the accountable body responsible to the Management Group for delivery of the project or initiative on-time and in-budget
- b. is branded with the partnership logo accompanied with the strapline "working together, making a difference"
- c. is also branded with the logo of the accountable organisation on any publicity or printed material, together with appropriate wording, eg "a West Norfolk partnership initiative {led / supported / delivered} by [partner name]"

(b) Website

The partnership's website (www.wnp.org.uk) contains all relevant information relating to the operation of the partnership and its component parts, including a calendar of events, minutes and agendas etc.

(c) Communications Strategy

More detailed communication protocols are set out in the Partnership's Communications Strategy at Appendix A1.

(d) Statement of Commitment

The following statement of commitment was agreed by the Partnership Board at its meeting in January 2003. It is intended that partners publish the statement, together with the partnership logo, in any annual reports, policy or strategy documents that they publish.

"We are committed to working as part of the West Norfolk Partnership to improve the quality of life for those who live in, work in or visit West Norfolk. We will seek to co-ordinate the actions of public, private, voluntary and community organisations so we can tackle these key issues together. Working together, we will show local people that their hopes, needs and priorities are being taken seriously."

For more information on the use of the statement and the partnership logo please refer to the WNP Communications Strategy at Section 10.



Part 2: Partnership Terms of Reference

4. Partnership Board

For purposes of definitions, this is the Local Strategic Partnership covering the area of the Borough Council of King's Lynn & West Norfolk.

4.1 Aim

Ensure partnership working in West Norfolk achieves its aims and objectives. Co-ordinate a multi-agency partnership response to priority issues through the development, implementation and review of strategy.

4.2 Objectives

- Policy development (balancing the tensions between national and local priorities) expressed through the community strategy
- Review policy implementation
- Co-ordinate work of all elements of model and oversee the development of partnership working to achieve this
- Oversee 'special initiatives' and promote joined-up thinking
- Engender culture change within partners' organisations

4.3 Operation

The West Norfolk Partnership Board is a partnership of organisations that is based on goodwill with a shared purpose and where each member is an equal partner.

The Partnership Board is collectively responsible for the success of the West Norfolk Partnership in achieving its aims and objectives.

The board will set the partnership's strategic aims and objectives, ensure that the necessary financial and human resources are in place for the partnership to meet its objectives and review performance.

The board should set the partnership's values (8.4) and standards and ensure that its obligations to its stakeholders and others are understood and met.⁷

There is an assumption towards public access to information and the partnership's protocol on meeting in private will apply.

4.4 Work Programme

The Board's work programme will be structured to ensure it meets its aims and objectives. It will consider feedback from the elements of the partnership model and debate core policy issues.

⁷ Adapted from the Combined Code on Corporate Governance, FSA, 2003

From this work the Board will agree a small number of key actions to be taken forwards either as a partnership response or as the response of an individual agency.

The Board will

- 1 Set the long-term vision for West Norfolk and, in respect of this vision:
- 2 endorse, sign off & monitor delivery of:
 - (a) partnership development plan
 - (b) thematic partnerships' action plans
 - (c) task & finish groups' project plans
 - (d) action plans for the safer & stronger communities fund (and other relevant funding streams)
 - (e) communications forward plan
- 3 respond to any issues / blockages identified in the implementation of these plans
- 4 sign off and review any proposed changes to the partnership sub-structure
- 5 receive reports from any partnership within this structure as appropriate / required

4.5 Meetings

The Board should meet sufficiently regularly to discharge its obligations effectively. Meetings will be held quarterly, retaining the flexibility to respond expediently to emerging issues.

4.5.1 Agenda

Scheduled Board Meetings will be held on the second Thursday of the following months: January, April, July, October.

The deadline for receipt of Agenda Items is the first day of the month of the meeting. Agendas will be circulated on the first Thursday of the month.

The Chair, Vice-Chair and lead officer(s) will hold pre-agenda meetings.

4.5.2 Reaching Agreement

The Partnership operates strategically by reaching consensus opinions. In the event that this is not possible and it is considered that a vote is necessary, each board member present will have one vote with the chair having an additional, casting vote if required. A quorum will consist of ²/3 membership.

4.6 Partnership Board Chair

Meetings will be chaired for a twelve month fixed term to coincide with the calendar year. The chair and vice-chair shall be elected at the October Board meeting to provide for a 'hand-over' period.

The Chair shall be selected based on the following criteria:

- (a) Ability as Chair
- (b) Able to meet the required time commitment
- (c) Ability to act as spokesperson on behalf of the Partnership Board
- (d) Able to act independently, putting the interests of the Partnership / partnership working ahead of those of the organisations represented

4.6.1 Chair and Vice Chair Roles and Responsibilities

Leadership

- Providing fair and impartial leadership
- Promoting the vision, together with the ability to drive the West Norfolk Partnership forward along the agreed strategic path
- Creating an environment where all members are able to make a full contribution to the West Norfolk Partnership's business
- Ensuring the key issues are discussed by the West Norfolk Partnership in a timely manner and with appropriate information to support decisions
- Develop and maintain a constructive relationship with all the partners represented on the West Norfolk Partnership
- Promoting and representing the Partnership at meetings and functions and acting as a spokesperson as appropriate, including membership of the County Strategic Partnership (4.11).
- Acting as a signatory on behalf of the partnership
- Maintaining an overview of, and developing, maintaining and using links with, a range of other initiatives, partnerships and organisations with which it is important for the West Norfolk Partnership to be involved
- Ensuring that the partnership regularly reviews its structure, role and performance

Membership issues

- Is responsible for complaints against the West Norfolk Partnership as a whole and named West Norfolk Partnership members.
- Reviewing the attendance of West Norfolk Partnership members who are not attending consistently
- Is responsible with the West Norfolk Partnership Lead Officer for the induction of new West Norfolk Partnership members

Meetings

- Chairing West Norfolk Partnership meetings

- Drawing up the agenda with the West Norfolk Partnership Lead Officer
- Responsible for determining, with advice from the Partnership Board Lead Officer, whether agenda items should be considered in private session (Section 4.8.3)
- Keeping to the agenda within the agreed time
- Keeping discussions in order, providing information, encouraging discussion and ensuring discussions are made when they need to be
- Ensuring that all members have a chance to put their views across
- Ensure that all members are aware of the action they need to take after the meeting

Day-to-Day Functions

- Between meetings, the Chair and Vice Chair will ensure that decisions made by the West Norfolk Partnership are implemented.
- The Chairperson and Vice Chairpersons are empowered to make decisions on behalf of the West Norfolk Partnership regarding matters of an administrative nature.

4.7 Membership

For a current members list visit the partnership's website at www.wnp.org.uk

4.8 Support

Support is supported by the Partnership's secretariat.

5. Management Group

5.1 Aim

to oversee the development and management of partnership working in West Norfolk

5.2 Objectives

1. ensure the Partnership Board's decisions are implemented
2. promote collaborative action to achieve shared priorities
3. foster a partnership working culture
4. provide a new impetus for joined-up public service delivery
5. oversee public expenditure in West Norfolk
6. exercise a leadership & governance role for West Norfolk

5.3 Operation

Meets monthly on the second Monday of every month between 8am and 10am. Details of meetings will be posted on the partnership's website (www.wnp.org.uk) a minimum of one week before the meeting and alerts will be sent to members. The deadline for the receipt of agenda items is the 1st of each month. There is an assumption towards public access to information and the partnership's protocol on meeting in private will apply (8.2).

5.4 Work Programme

1. implement the partnership development plan
2. recommend a community strategy to the Board and monitor progress against targets
3. recommend an annual budget to the Board and undertake monthly budget monitoring
4. manage the implementation of Neighbourhood management in King's Lynn
5. oversee the programme of funding reviews
6. Performance manage any Partnership posts and oversee the Partnership's technical support teams, currently
 - 🚧 Communications / PR team
 - 🚧 West Norfolk Knowledge team
 - 🚧 Funding team

5.5 Membership

Comprises the most senior representative from each of the major service providers in West Norfolk, the rationale being to bring to the table those overseeing significant resources in the area:

1. Borough Council, Chief Executive & Leader

2. County Council, Director
3. College of West Anglia, Principal
4. Jobcentre Plus, Area Manager
5. Norfolk Constabulary, Area Commander / Chief Superintendent
6. Primary Care Trust, Director of Public Health
7. Freebridge Community Housing, tbc
8. Voluntary & Community Action (West Norfolk), Chief Executive
9. The chair and vice chair of the partnership board, who shall also be the chair and vice-chair of the management group, should they not be drawn from the list above.

These members are also members of the partnership board.

For a current members list visit the partnership's website at www.wnp.org.uk

5.6 Support

Support will be provided by the partnership secretariat.

6. Thematic Partnerships

The **thematic partnerships** are centered on the four 'blocks' of the local area agreement:

- Children & Young People
- Safer & stronger communities
- Healthy communities and older people
- Economic development & enterprise

6.1 Aim

Co-ordinate mainstream activity and initiatives in each agreed priority area and link across other thematic areas.

6.2 Objectives

- Develop a strategy & action plan for the priority area
- implement an action plan to achieve the strategy
- Develop and implement projects that deliver the objectives of the strategy
- review and co-ordinate the partnership sub-structure and ensure it aligns with the Strategy
- make appropriate links with other standing partnerships and task and finish groups
- Co-ordinate and disseminate best practice
- Co-ordinate use of resources, both within and between the thematic areas

6.3 Operation

Operate as the lead forum for key policy areas with critical role for strategy development and aligning the partnership 'sub-structure' accordingly.

There is an assumption towards public access to information and the partnership's protocol on meeting in private will apply (8.2).

6.4 Work Programme

The work programme of the Standing Partnerships will be submitted to the Partnership Board for approval and subsequent monitoring:

- Recommend the strategy & action plan
- Update the Board on delivery of the strategy including any resource implications
- Advise the Board of any issues / blockages identified
- recommend the partnership sub-structure to the Board for approval

6.5 Membership

Membership will ensure that the right people are at the table to help the partnership achieve its objectives.

Membership shall include as a minimum representatives from the agreed 'core' organisations

Core Representatives from:

- Borough Council of King's Lynn & West Norfolk
- College of West Anglia
- Norfolk Association of Town & Parish Councils
- Norfolk Constabulary
- Norfolk County Council
- Voluntary Sector
- West Norfolk Primary Care Trust

Additional Representatives:

- To be determined by the partnership to reflect the individual policy area
- Chairs of the Standing Partnerships will be members of the Partnership Board.
- For a current members list visit the partnership's website at www.wnp.org.uk

6.6 Support

Thematic Partnerships will be supported by the Partnership's secretariat and supported by a lead officer drawn from the most appropriate organisation.

7. Task and Finish Groups

7.1 Aim

To provide a fast, short-term, response to new, emerging or existing priority issues, including the WNP's 'Big Ideas', or take forwards specific projects.

7.2 Objectives

- make recommendations on actions to address specific priority issues (including the 'Big Ideas')
- investigate areas where there is little progress & 'kick-start' partnership activity
- conduct research in order to inform service planning and commissioning

7.3 Operation

Operate as an investigative group researching information and best practice to make evidence-based policy recommendations. Once the brief has been met, the groups will disband.

There is an assumption towards public access to information and the partnership's protocol on meeting in private will apply (8.2).

7.4 Work Programme

The overall work programme of the Task and Finish Groups will be monitored by the Partnership Board. Each TFG will be working to a clear project brief supplied by the management group. Their work will therefore be single-issue and time-limited and the management group will monitor progress against the action plan.

7.5 Membership

Membership will be agreed by the management group at the time that the brief is established.

7.6 Support

A member of the Management Group will be identified as the Project Sponsor to each Task and Finish Group. Support will be provided by the partnership secretariat.

8. Partnership Forum

8.1 Aim

A conference to celebrate partnership working and enable a dialogue between the partnership board, those involved in other elements of the partnership model and wider stakeholders on strategy and partnership working.

8.2 Objectives

- to celebrate partnership working
- to provide networking opportunities
- to consult on partnership priorities
- Monitor the implementation of the Strategy
- Provide accountability

8.3 Operation

The West Norfolk Partnership Forum will meet annually as a minimum.

8.4 Membership

The Forum is open to anyone involved in improving services and the quality of life for people in West Norfolk - all stakeholders involved in partnership working in West Norfolk and in helping the WNP achieve its aims.

8.5 Support

The Partnership Forum will be organised by the partnership secretariat.



Part 3: Appendices

A1: Communications Strategy

Aim

The aim of this strategy is to set out clear communications objectives and protocols that will ensure the promotion of the partnership's work is co-ordinated. Clear, relevant, timely and co-ordinated communications will be critical in achieving this.

Objectives

External Media Relations

- To promote partnership successes and demonstrate actions, results, achievements and improvements
- To keep local people informed
- To ensure that the public are aware of how, why and by whom decisions are made
- To promote the public, private, voluntary and community sectors with one voice
- To promote community cohesion and a sense of pride in West Norfolk
- To ensure equal access to information

'Internal' Communication

- To establish a framework for listening to partners and the community
- To foster partnership branding to engender a sense of purpose and belonging
- To keep partners informed
- To make partners aware of their importance as ambassadors
- To motivate partners to ensure they feel part of the communications aims
- To utilise the knowledge and expertise of staff within all partner organisations

Key messages

The Partnership has published a strategy that sets out its aspirations for West Norfolk. It is intended to focus the combined efforts of the organisations that make up the West Norfolk Partnership toward a common purpose of improving quality of life in West Norfolk:

"achieve more together than we can on our own through collaboration, co-ordination and commitment - making life better for people in West Norfolk."

Audiences

Including, but not exclusive to, the following:

- Public

- Organisations that form West Norfolk Partnership
- Thematic Partnerships within West Norfolk Partnership
- Relevant staff in West Norfolk Partnership organisations
- Media
- Community leaders
- Go-East
- County Strategic Partnership
- Local MP / County Councillors / Ward Councillors

Communications Group

The Partnership's Communications Group will comprise media/press relations professionals from the organisations represented on the Management Group: the Borough Council, County Council, Primary Care Trust, Police and West Norfolk Voluntary & Community Action, supported by the Partnership Secretariat. Contact names for the group members will be made available to the Management Group and secretariat. This Group will be largely virtual in its operation. It will be responsible for reviewing and implementing these protocols.

General communications protocols

To ensure that the above happens in a co-ordinated way, the Partnership needs to sign up to the following protocols.

1. The Partnership Secretariat will provide a central point of contact for the flow of information between partners & stakeholders.
2. The Partnership Secretariat will provide information, i.e., minutes, e-bulletins, editorial, core messages etc for dissemination to stakeholders through established channels, particularly the Partnership website www.wnp.org.uk.
3. Members of the Partnership Board, Management Group and lead partnerships are responsible for the dissemination of information within their own organisations.
4. Information will be produced in plain English and made available as appropriate in a variety of formats and languages. The INTRAN logo will be used as appropriate.
5. West Norfolk Partnership logo to be used at all times. The logo of the agency leading any particular project may also be used with the strap-line "this project is led by [organisation] on behalf of the West Norfolk Partnership", which will help provide clarity and accountability.

Media protocols

These protocols have been developed by the Communications Group to cover both proactive

and reactive medial relations and general communications between and within partner organisations.

Proactive media relations

1. The West Norfolk Partnership, through its different partnership groups, will identify news stories (training to be arranged if necessary). This will be captured in a forward plan (appendix B) and reviewed monthly at each Management Group meeting.
2. A lead organisation will be identified for each story; this will be the organisation that coordinates the preparation and release of the story.
3. A press release will be drafted by the lead organisation using an agreed template to ensure consistency of formatting and branding and that appropriate key messages are included.
4. A lead spokesperson for the partnership will also be identified for each story; this will be the most appropriate and knowledgeable person who will also be the partnership's spokesperson for the story.
5. Prior to issuing, the press release will be signed-off by the Chair and Vice-Chair of the partnership and the lead spokesperson.
6. Where timescales allow the draft press release will be issued to members of the Communications Group and Management Group for information and comment.
7. Sign-off implicitly indicates that the spokesperson, chair and vice-chair can speak on the subject on behalf of the partnership if approached by the media for further comment.
8. The press release will be issued to agreed media contacts by lead member of Communications Group.
9. A copy of the final release will be sent to the Partnership secretariat for publication on partnership website other email alerts sent to members of Communications Group and Partnership to notify them to this fact.

Reactive media relations

On receipt of an enquiry by any member of staff working on a partnership project:

1. Details of the enquiry will be taken and passed to the member of the Communications Group leading on the story, or to any member of the Communications Group where no lead has been identified.
2. The Communications Group lead will liaise with the Management Group to identify the appropriate media spokesperson and develop a partnership response – the

relevant parties / organisations will be identified and representatives convened or consulted as appropriate.

3. The Communications Group lead and the media spokesperson will provide the agreed response to the media
4. The Communications Group lead will send a summary of the response to other members of the Communications and Management Groups, the person who received the original enquiry and to the Partnership Secretariat.

A2: Data Sharing Protocols

In Development

A3: Glossary

| | | |
|-------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| WNP | West Norfolk Partnership | A generic term that describes the sum of the partnership structure in West Norfolk, comprising the following elements: |
| PB | Partnership Board | Overall co-ordination of partnership working in West Norfolk and delivery of the West Norfolk Strategy. This is the 'LSP' in West Norfolk. |
| TP | Thematic Partnerships | Co-ordination partnership activity and work in six priority Policy areas, each relating to a chapter of the community strategy |
| PSGs | Partnership Sub-Groups | The range of smaller partnerships that inform and deliver the strategy of the Standing Partnerships, to which they are accountable |
| MG | Management Group | Policy Implementation, 'un-sticking' and finding ways to make things happen |
| TFG | Task & Finish Groups | Time limited, project-based research groups |
| PF | Partnership Forum | Annual Stakeholder conference |

West Norfolk Strategy

This is the community strategy for West Norfolk as defined in Part 1 of the Local Government Act 2000 and associated guidance. It sets out how the West Norfolk Partnership will promote or improve the economic, social and environmental well-being of West Norfolk whilst contributing to the achievement of sustainable development.

Delivery Plan

'Smart' actions for the year that will help make the partnership's priority outcomes a reality.

Functions

Functions are the full range of a public authority's duties and powers.

Monitoring

The process of collecting, analysing and evaluating information, to measure performance, progress and change.

Objectives

Objectives are the specific and measurable targets for the activities carried out by a partnership.

Outcomes

Outcomes are the long term benefits and results that are achieved by these activities.

Policies

Policies are the formal and informal decisions about how a public authority carries out its duties and uses its powers.

Partners

Are those organisations and their representatives that are actively engaged in partnership working through one or more of the elements of the partnership model (see 'Partnership Structure' below).

Stakeholders

Are the wider constituents with an interest in partnership working and the policies and priorities of partner organisations. This will include employees, councillors, management committee members, board members and so on.

A4 Document Control

A4.1 Duration of Arrangement

These partnership arrangements will continue until such a time as the nature of the Partnership significantly changes, and will be reviewed at least annually.

A4.2 Document Status

Protocol for working in Partnership adopted
October 2002

Presented to West Norfolk Partnership Board for
adoption, September 2004.