



South Norfolk Alliance Structure and Terms of Reference

1. Summary

The Sustainable Community Strategy for South Norfolk aims to make a tangible difference to the quality of life of people living and working in South Norfolk. It encourages more joint working and provides an integrated approach to sustainable environmental, economic and social development. Local Strategic Partnerships bring together the public, voluntary, community and private sectors to co-ordinate the contribution that each can make to improving South Norfolk. The South Norfolk Alliance as the Local Strategic Partnership, helps to achieve the shared vision in the South Norfolk Sustainable Community Strategy.

This paper sets out the new structure of the South Norfolk Alliance with the emphasis on neighbourhood working.

2. The New Structure

To be most effective, the South Norfolk Alliance structure must fit its purpose, aims and objectives. In summary the terms of reference aim to improve the quality of life for people living in South Norfolk, with the Alliance providing added value, where more and better results are achieved through collaboration.

The Sustainable Community Strategy for South Norfolk identifies the Issues, our objectives and what we can do to make a difference, to help fill any gaps in current services provided. The complementary Delivery Plan will focus on improvement areas under eight key themes to help reach our vision (see www.south-norfolk.gov.uk). Projects within the themes refer directly to the Norfolk Local Area Agreement outcomes (see www.norfolkambition.gov.uk).

The requirement for a Local Strategic Partnership (LSP) to be both inclusive and strategic, with local government taking a leading role, is a key message from the Department for Communities and Local Government White Paper published in October 2006. The White Paper also recommended that the Sustainable Community Strategy is a combined Community Strategy and Delivery Plan, which links closely with the Local Development Framework and Local Area Agreement. This will lead many areas, nationally and elsewhere in Norfolk to develop an LSP with several components. Following a review by South Norfolk Council's Scrutiny Committee and the adoption of neighbourhood working by South Norfolk Council, the model for South Norfolk is as follows:

The **South Norfolk Alliance All Partner Conferences**, which bring together a wide spectrum of people and groups in open meetings, to enable local priorities to be discussed and developed. The conferences will focus on specific themes and cross cutting issues and will enable all groups with an interest in shaping the Sustainable Community Strategy and the Delivery Plan to be involved.

The **South Norfolk Alliance Executive Board**, has a defined membership to ensure that it is able to operate at a strategic level. Some members will represent

mainstream funding organisations and others will represent a number of other organisations. The main focus for the Executive Board will be to tackle difficult issues which other partnerships require assistance with. To be effective, members of the Board should be able to prioritise the use of resources and provide strategic direction to help achieve the aims of the Sustainable Community Strategy for South Norfolk. The Board will be accountable to the wider South Norfolk Alliance All Partner Conferences.

Multi agency **Project Delivery Groups** will develop district wide added value projects and action points within the Sustainable Community Strategy to tackle the gaps in service provision and to deliver specific outcomes from the Norfolk Local Area Agreement under each theme. Delivery Groups will respond to government initiatives and pursue sources of funding.

The **Safer Neighbourhood Action Panels** in South Norfolk meet every three months and form part of the wider South Norfolk Alliance. The Safer Neighbourhood Action Panel is a group of selected individuals meeting in public at a Neighbourhood Forum under the auspices of the South Norfolk Alliance. They have a devolved budget to provide an ongoing opportunity for community engagement, consultation and involvement in projects and initiatives within the South Norfolk neighbourhoods. The Forums also bring a local focus to the development of the Sustainable Community Strategy and can make specific representation to the Alliance All Partner Conference or the Alliance Board. Safer Neighbourhood Action Panels (SNAPs), which look at improvements in community safety and quality of life issues, based on the policing areas of the Safer Neighbourhood Teams, had merged with all the South Norfolk Council Neighbourhood Forums by October 2008.

3. Aims of the Local Strategic Partnership - South Norfolk Alliance (comprises all the above groups)

The wider South Norfolk Alliance aims to improve the quality of life for people living in South Norfolk, with the Alliance providing added value, where more and better results are achieved through collaboration. Specific aims are to :-

- Provide a vision for South Norfolk via the Sustainable Community Strategy
- Identify needs of communities and individuals in South Norfolk (plan for the future, for instance our ageing population)
- Increase joint working and co-operation between organisations
- Develop new strategies and initiatives which help to deliver the shared vision
- Streamline local partnerships, initiatives and plans
- Monitor and evaluate progress in achieving the priorities set out in the Sustainable Community Strategy
- Promote good news about South Norfolk and raise the profile of the area
- Provide effective ways for the community to contribute to the development of policies and services

4. Terms of Reference for the South Norfolk Alliance All Partner Conferences

Membership

The **Alliance All Partner Conferences** shall bring together the public, private, voluntary and community sectors at an open public meeting.

Role

- Engage and widen the range of interests influencing the vision
- Identify priorities
- Monitor movement towards the vision
- Enable accountability of the partnership to the wider South Norfolk community
- Build partnerships
- Pool ideas and share issues
- Forum for debate and ownership of the Sustainable Community Strategy

Meeting Frequency

Annually, unless an extraordinary meeting is required.

5. Terms of Reference for the South Norfolk Alliance Executive Board

Membership

The composition of the Alliance Executive Board (October 2008)	
1. Chair	Elected member appointed by the District Council Chair = District Cllr. Martin Wilby Vice Chair = County Councillor Tony Tomkinson
2. County Councillor	Elected member appointed by the County Council from a ward within South Norfolk County Councillor Tony Tomkinson (substitute = County Councillor Fran Pitt-Pladdy)
Sector representatives, chosen by consensus/election:	
3. Parish and Town Councils (1 representative)	Town Cllr. Sue Kuzmic (substitute = Parish Cllr. Geoff Merchant)
4. Statutory agencies (2 representatives)	(Police/Statutory Emergency Services and Health) Supt. Malcolm Cooke (Norfolk Constabulary) – substitute Richard Elliott (Norfolk Fire & Rescue Service), Edward Libbey (NHS Norfolk) – substitute Tara Studholme

	Lyons (NHS Norfolk)
5. Voluntary and Community sector (1 representative)	Brian Horner (Voluntary Norfolk) (substitute = John Dixon, Norfolk Rural Community Council)
6. Development and Community Partnerships (1 representative)	Margot Harbour (Development and Community Partnerships) (substitute = Cynthia Schears)
7. Business sector (1 representative)	(Including housing providers) Steve Burns (Saffron Housing Trust) (substitute = Caroline Williams - Norfolk Chamber of Commerce)
8. Board member “without portfolio”	Lesley Jones (Norfolk Police Authority)
9. Neighbourhood Forums (1 representative)	District Cllr. Margaret Dewsbury

Role

The functions of the Executive Board are mainly strategic vision and leadership - commissioning and co-ordinating projects, monitoring delivery and preparing for the partner meetings and all partner conferences (for more details refer to 'The Long Stratton Compact' which was agreed at the South Norfolk Alliance meeting on 11 October 2006).

The main focus for the Executive Board will be to tackle difficult issues which other partnerships require assistance with. In addition the Board will:

- Provide leadership and focus
- Commit resources to make things happen
- Deliver the vision for improving the quality of life in South Norfolk by :
 - producing the Sustainable Community Strategy
 - exploring opportunities to combine budgets to achieve shared goals
 - wherever possible, undertaking joint consultation work
 - co-ordinating business planning processes
 - identifying and removing areas of overlap and duplication
 - co-ordinating action to be taken by partners and working groups
- Set and be responsible for the annual joint programme of action, with clearly identified responsibilities, targets and monitoring mechanisms
- Define briefs and assist in establishing and supporting the working groups
- Promote South Norfolk

Chairing of Meetings

The Chairman shall be appointed annually by South Norfolk Council from amongst its elected members. The Board shall elect a Vice-Chairman annually from amongst its members. The South Norfolk Alliance Board will operate by consensus.

Meeting Frequency

As required and not less than four times each year

Reports to

South Norfolk Alliance All Partner Conferences

6. Terms of Reference for the Project Delivery Groups

Core Membership

As appropriate to deliver each district wide project

Role

- Progress the work associated with the identified district wide improvement projects which will meet selected Norfolk Local Area Agreement outcomes and feed information into the South Norfolk Alliance Executive Board
- Carry out the instructions of the South Norfolk Alliance Executive Board and add value to joint projects

Meeting Frequency

As required

Reports to

South Norfolk Alliance Executive Board

7. Terms of Reference for the Safer Neighbourhood Action Panels

Terms of Reference

To consider concerns about the neighbourhood, raised by any resident of the Neighbourhood, or any organisation serving the Neighbourhood, and if relevant and necessary make recommendations to the appropriate public, private or voluntary agency or to refer the matter to the District Council's Scrutiny Committee for further investigation.

To act as the Safer Neighbourhood Action Panel for the Neighbourhoods and determine priorities for action.

To consider issues submitted under the Community Reference and referred to the Forum by the Chairman/Vice Chairman of the Scrutiny Committee and to contribute to any investigation if appropriate under the same provision.

Membership

Each Panel will have 12 members – 5 District Councillors, 1 County Councillor, A Police officer for the Neighbourhood and 5 Community Representatives.

Substitutes are allowed but only within the 4 categories listed at 15.2.1

The District Council shall appoint the Chairman who shall be a South Norfolk

Councillor. The Vice-Chairman may be a Community Representative.

Community representatives will be co-opted after discussions between the Chairman, the Neighbourhood Manager and the Police Inspector for the Neighbourhood.

Membership shall be reviewed annually.

Quorum

The minimum number of panel members present to transact any business shall be 2 District Councillors, 2 Community Representatives and a Police representative.

Procedures, Protocols and Public Speaking

With the exception of special circumstances, which shall be determined by the Chairman, each meeting of a SNAP will be held within its Neighbourhood.

The Chairman shall be responsible for maintaining order and effective conduct of business at meetings.

The Nolan Principles of Public Life shall apply to SNAPs;

All members of the Panel are expected to declare personal interests in order to preserve and promote the transparency of the meeting.

All members of the Panel shall be entitled to vote. In the event of an equality of votes, the Chairman shall have a second or casting vote;

The Financial Regulations of South Norfolk Council shall apply to SNAPs.

Public Speaking

There will be various opportunities (at the discretion of the Chairman) when the public and representatives from parish and town councils can raise issues of concern.

No attendee shall speak for more than five minutes.

Meeting Frequency for Safer Neighbourhood Action Panels

Not less than four times each year

Reports to

South Norfolk Alliance Executive Board

Mrs. Armana Handley, Partnerships Manager ahandley@s-norfolk.gov.uk