

Broads Landscape Partnership Scheme Application
Report by Project Manager

Summary: This report identifies progress in the development of an application to the Heritage Lottery Fund, Landscape Partnership Scheme and the actions which have been taken to date. Members are asked to note the current position and to support further development activity by Authority staff, to enable submission of a first round application by 1 June 2015. Members' views and comments are also invited on the strategic risk assessment and identified mitigation measures.

Recommendations:

- (i) To approve the Terms of Reference for the Project Board steering this project.
- (ii) To note the strategic risks associated with the project as set out in Section 3.
- (iii) To agree in principle to the submission of a first round application to the Heritage Lottery Fund, Landscape Partnership Scheme, with delegated authority to the Project Board for sign off of the application.

1 Background

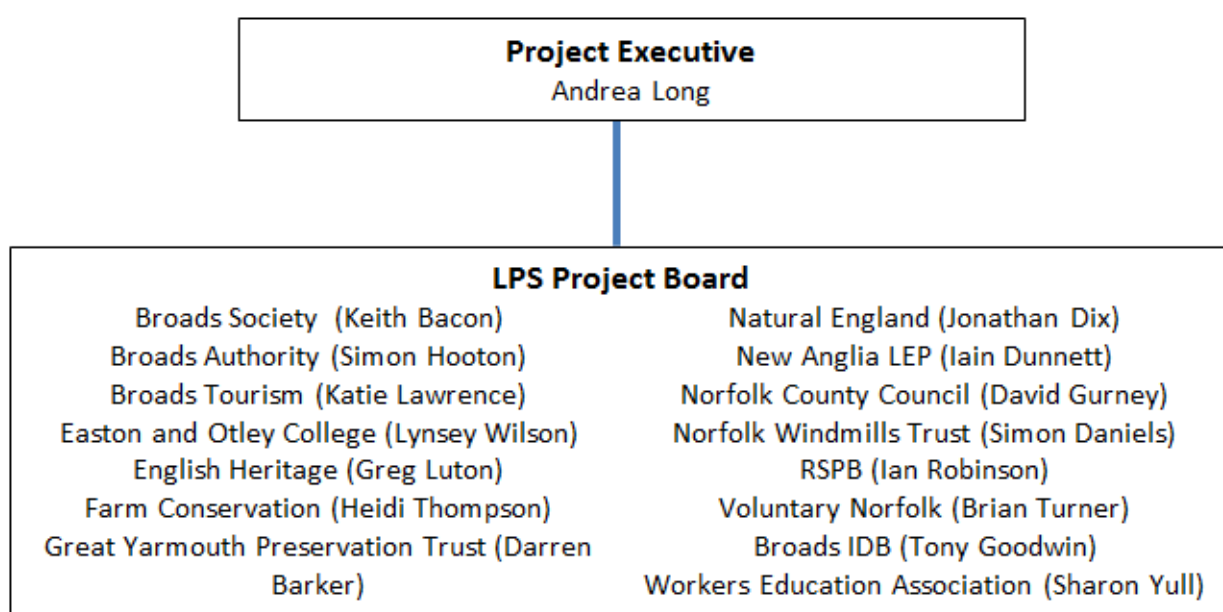
- 1.1 Members have previously agreed that there would therefore be the opportunity to identify one off additional expenditure from the National Park Grant during 2013/14 and 2014/15. A number of key areas were identified spread across the National Park purposes from which a number of flagship projects could be worked up to feasibility stage, and the appointment of a Project Manager to help support and develop this work was approved.
- 1.2 Following the decision by the Authority in May 2014, Strategic Priority 3.2 (Development of improved visitor facilities at Whitlingham Country Park) has been put on hold indefinitely and staff resources transferred to developing a potential Heritage Lottery Fund (HLF) bid for a Landscape Partnership Scheme project
- 1.3 Since then officers have had positive meetings with the Heritage Lottery Fund both in Cambridge and on site in the Broads. This has helped to define the initial project focus, opportunities and potential outcomes.
- 1.4 The proposed project area (approximately 180Km²) links the urban centres of Norwich, Great Yarmouth and Lowestoft, following the course of rivers Yare, Bure and Waveney. This area has one of the greatest concentrations of

drainage mills in Europe, is one of the most important areas for lowland breeding birds in the UK and the wetland environment offers ideal conditions for the preservation of archaeology.

- 1.5 The project aims to reconnect communities with their local landscape; to train people in the necessary skills to manage and maintain the landscape; to introduce new audiences to the area; to develop accessible information and interpretation; to conserve, restore and enhance the important landscape features; to develop and encourage partnerships and methods of sustainable management; to celebrate the significance of the area.
- 1.6 A stakeholder meeting was held on the 1 November 2014, attended by individuals from over 60 organisations and local groups. The meeting was an opportunity to introduce the project to stakeholders and for their input gathered to guide the direction of the project. Outputs from the stakeholder meeting have aided the production of the Landscape Summary document (Appendix 1)
- 1.7 A site visit to Halvergate marshes from officers of the Heritage Lottery Fund on the 17 October allowed the BA project team to introduce the concepts that the partnership have been developing. Further meetings are planned with the HLF in January 2015.

2 Partnership Agreement

- 2.1 For good project management, as well as being required as part of the HLF bid, it is necessary to establish the governance arrangements and provide clarity on the scope of the project, as well as the roles and contributions of the Partners. For the initial stage of the project the following diagram sets out the agreed Project Board structure;



- 2.2 The draft Partnership agreement (Appendix 2) will be discussed at the first project board meeting on the 13 November 2014. A verbal update will be given on the outcomes of this meeting.

3 HLF Landscape Partnership Scheme

- 3.1 The Landscape Partnership Programme is for schemes led by partnerships of local, regional and national interests, which aim to conserve areas of distinctive landscape character.
- 3.2 Landscape Partnership Scheme applications go through a two round process. The first round application identifies the project area, project work and the delivery and development grant request amounts. If the first round application is successful, the development phase provides detailed project information, funded by the development grant. The second round submission contains detailed project information and the delivery grant request. Delivery phase follows successful second round submission and release of delivery grant funds from the HLF
- 3.3 The HLF require partners to make a contribution towards the Landscape Partnership Scheme. This “partnership funding” can be made up of cash, volunteer time, non cash contributions or a combination of all these.
- 3.4 The Broads Landscape Partnership Scheme is likely to make a grant request of £3million from the HLF and the partnership must contribute a minimum of 10% match funding.
- 3.5 If the first round submission is successful, the Broads Authority cash contribution to the Landscape Partnership Scheme will be £50k during the development phase (2015 -2017) with an additional £100k during the delivery phase (2018 – 2023). This contribution has been identified in the Draft Financial Strategy (Agenda Item 10) and replaces the contribution originally earmarked for the Whitlingham Project from the Planning Delivery Grant reserve
- 3.6 The first round application is being developed by a small team of Broads Authority officers. If the first round application is successful, the Broads Landscape Partnership would employ a project manager and part time administration officer, with these posts hosted by the Broads Authority. Additional staffing required for the delivery phase will be identified during the development phase.
- 3.7 The Landscape Partnership Scheme contributes to a number of the current Broads Plan strategic priorities relating to Landscape and Cultural Heritage; Biodiversity, Agriculture and Land Management; Promoting understanding, enjoyment and wellbeing; Tourism, recreation and access. A full list is shown at the end of the report. It will also help to deliver previously identified priorities in various Broads Authority Strategies including Integrated Access, Biodiversity and Water and Education. Officer time and resources allocated to

existing work programmes to meet strategic objectives will provide in-kind funding where they also meet Landscape Partnership Scheme objectives.

4 Risk Assessment

- 4.1 In order to consider the risk to the Broads Authority in pursuing this project it is necessary to first consider the strategic risks to the project, and whether effective mitigating actions or measures can be put in place to reduce these or share with partners. The table below is the first draft developed following discussions with a number of other Landscape Partnership project managers.

Strategic Risk	Risk element	Risk Level	Mitigating actions/ measures
		Low Medium High	
Project Board	Effective engagement/ attendance	M	Partnership agreement to set out decision making process
	Timely input to project	L	Schedule of meetings, verbal reports if necessary
	Reliance on small number of individuals	H	Develop in house project team to support core staff. Use of consultants/ partners to increase capacity. Identify wider implications to BA work plan and plan accordingly.
Project team	Failure to achieve funding – BA budget ‘at risk’	H	Partners to confirm contributions for match funding. Expert advice for bid writing/ editing – use of landscape partnership project managers network. Seek additional dialogue with HLF. Restrict expenditure prior to bid award. Fundraising strategy developed during second round application phase, additional resource required during development phase costed into first round submission. Modify or combine project proposals (in dialogue with HLF) if partner funding withdrawn after second round funding award.
Funding	Budget overrun	M	Need accurate cost forecasts. Allow for contingencies/ inflation and flexibility. Beware of scope creep.

			Stringent procurement practices.
Budget	Incomplete/ unforeseen risks to long term management	M	All funding needs to be in place before HLF permission to start granted.
Project Area	Failure to achieve landowner consent	H	Involve landowners from beginning of process. Project area defined in first round can be modified in second round if evidence / need proven.
Project Development	Local objections	H	Early public engagement and consultation, collaborative approach with partners, identify possible enhancements to scheme
Planning	Failure to achieve consent	M	Design project in accordance with statutory framework and guidance
Effective partnerships	Failure to engage with delivery partners	M	Maintain contact with project partners. Identify and consult with wider stakeholders. Establish sub groups to develop activity plans.
Communication	Failure to gain wide support for project	M	Need to engage with Project Champions – key supporters who will advocate the project. Develop a Communications Plan. Engage with social media.

4.2 From the above, the most significant risks at this stage of the project are failure to achieve funding from project partners and failure to achieve landowner permissions for work to be done.

5 Partner Meetings

5.1 Broads Authority officers have held meetings with selected partner organisations to explore the potential for joint working opportunities through the duration of the Landscape Partnership Scheme. The following outlines feedback from those initial partner meetings

5.2 English Heritage
Support for project aspirations in terms of heritage structures and archaeology. Identified potential project funding opportunities English Heritage grant funding sources.

5.3 RSPB
Support as key partners for biodiversity and land management projects within grazing marshes. Additional support for public engagement activities.

5.4 Easton and Otley College
Support as key partners for provision of heritage skills training and for restoration of drainage mill structure. Potential additional training provider for

landscape management skills, using the Broads as a learning resource and realistic working environment for students.

- 5.5 Norfolk County Council
Supporting the LPS bid in several areas. Historic Environment team aiding heritage structures and archaeological project development. Trails development team working to develop access projects.
- 5.6 Natural England
Providing officer support for development of first round application.
- 5.7 Suffolk Wildlife Trust
Officer support and links with populations in Lowestoft.
- 5.8 Officers will continue to work with partners through the first round application phase to maximise potential benefits to the project.

6 Next Steps

- 6.1 Officers are continuing to work with partners to develop and refine the application document for the first round application to the Heritage Lottery Fund, Landscape Partnership Scheme.
- 6.2 It is expected that a first draft of the application will be available for comment at the end of January 2015 with submission required before 12pm on the 1 June 2015.
- 6.3 Project Timeline

		Date	Activity
2014	Application Phase	1 October	Stakeholder and potential partner meeting. Acle Recreation Centre
		17 October	HLF Visit and field trip to Halvergate
		6 November	Broads Forum: Presentation
		7 November	Heritage Asset Review Group: Presentation
		21 November	Broads Authority: Presentation and update on progress
		December	Progress report to Management Team
		3 December	Local Access Forum: Presentation

2015		23 January	Draft LPS application for comment and approval for Management Team Progress report to Broads Authority members
		February	Progress report to Management Team
		20 March	Broads Authority: Update on progress
		April	LPS Penultimate Draft to Partners for consultation and comment and approval return by mid-April Application hard copy preparation
		1 May	LPS Application Final Draft to Project Board and Management Team
		1 June 12pm	HLF LPS Application Deadline
	Application Assessment	June	HLF Application Assessment
		July	
		August	
		September	
		October	HLF Decision

- 6.4 Members are asked to authorise in principle the submission of a first round application to the Heritage Lottery Fund, Landscape Partnership Scheme, with delegated authority to the Project Board for sign off of the detailed application.

7 Conclusion

- 7.1 Members are invited to note the further progress in the development of this project and are asked to confirm their continuing support for this project and to endorse the approach as set out in the paper.

Background papers: None

Author: Will Burchnell
Date of report: 5 November 2014

Broads Plan Objectives: CC4, LC1, LC2, BD1, BD2, BD5, AL2, AL4, PE1, PE2, PE3, TR1, TR3

Appendices
APPENDIX 1 – Landscape Partnership Project Summary
APPENDIX 2 – Project Board Terms of Reference



Water, Mills and Marshes:

the Broads Landscape Partnership

The Marsh Landscape (key facts)

Within the Broads, Halvergate has one of the [greatest concentrations of drainage mills in Europe](#). Halvergate is unique in that it demonstrates the [evolution of drainage mill technology](#). Management and maintenance of water levels in the [ancient dyke networks](#) provides a habitat for nationally rare flora. It is one of the top ten most [important areas for lowland breeding and over wintering birds in the UK](#). The wetland environment offers [ideal conditions](#) for the preservation of [archaeology](#), much of which lies undiscovered.

Importance to people

Its highly engineered flood banks, dyke networks, mill and pump structures are an unsung [testament to the centuries of human efforts to tame the Great Estuary landscape](#) for industry and commerce. The once important river trade routes have become a [nationally important recreational resource](#) for boating visitors. This expansive, remote, wild and dramatic landscape is a magnet for artists, photographers and wildlife enthusiasts. The landscape provides an opportunity to learn from the past and demonstrates how to adapt to the future.

The risks

Within the Broads, Halvergate is the [least understood, least visited by land and least valued](#). There is an increasing lack of physical and emotional connection local communities have with their [landscape](#); a lack of recognition, investment and care of [heritage assets](#); [a change in economic and social drivers for land use and land and water management regimes](#); a lack of skills and knowledge to maintain landscape features; and [lack of preparation to adapt to the potential impacts of climate change](#).

The impacts

The deterioration and loss of features, integral to the character of this unique wetland landscape; a loss of a national cultural resource based on the stories, skills, crafts and trades; limited opportunities for enjoyment. These impacts perpetuate the physical and emotional disconnection people have with the Halvergate marsh landscape, one the most important areas for cultural heritage and biodiversity in the Broads.

Aims of the project

- To reconnect communities with their local landscape and encourage them to invest in and develop a pride in their cultural connections with this unique and easily accessible landscape.
- To train people in the necessary skills to manage and maintain the landscape for future generations.
- To introduce diverse audiences to the landscape.
- To develop accessible information and interpretation that celebrates the significance of the area.
- To conserve, restore and enhance the important landscape features.
- To develop and encourage partnerships and methods to sustainably manage the landscape beyond the life of the scheme.

How will this be achieved

Projects with communities to support, involve, inspire and cherish their local landscape.
Projects with people to provide skills training to manage and maintain the landscape features and to encourage access and active enjoyment of the landscape.
Projects with heritage to explore, repair, conserve, enhance, document, and make it more accessible.

DRAFT PARTNERSHIP AGREEMENT

relating to

The Broads Landscape Partnership Project Board

1. Context

- 1.1. Water, Mills and Marshes: The Broads Landscape Partnership Project Board (PB) will oversee the development of a Landscape Partnership Scheme (LPS) application focusing on the Halvergate Conservation area and the historic grazing marsh landscape, which lies between Norwich, Great Yarmouth and Lowestoft.
- 1.2. A first round funding application will be submitted to the Heritage Lottery Fund (HLF) by 1st June 2015. If successful, then a second round application will be developed by the Partnership. This will include a Landscape Conservation Action Plan (LCAP) and Audience Development Plan, which will be overseen by the PB and guide delivery against an agreed work programme.

2. Purpose

- 2.1. This Partnership Agreement is made and entered into by the parties listed in Appendix A and signifies a statement of intent to collaborate, but is not a legally binding document.
- 2.2. Its purpose is to establish a framework of partnership working within which the Broads Landscape Partnership scheme can be successfully developed and delivered.

3. Duration of Agreement

- 3.1. This Partnership Agreement runs until 31st October 2015 in the first instance. The Partnership Agreement may be modified or amended upon the written consent of all parties following discussion at a PB meeting.
- 3.2. If the first round bid is successful the Partnership Agreement would, in the first instance, be extended to cover the duration of the second round development phase (currently expected to be 1st November 2015 to November 2017)
- 3.3. If the second round bid is successful the Partnership Agreement would be extended to cover the duration of the LPS delivery program (likely to run

from January 2018 to December 2022)

4. Lead Partner

- 4.1. The Broads Authority will act as the 'Lead Partner' responsible for facilitating, developing and administering the LPS and the HLF grant.
- 4.2. The grant from HLF will be held by the Broads Authority in a clearly identified account.

5. Staffing

- 5.1. If the first round bid is successful, the Landscape Partnership will recruit and employ a Project Manager, hosted by the Broads Authority, during the development phase for 37 hrs per week. It is anticipated that this post will run from November 2015 to November 2017.
- 5.2. Day to day line management of the Broads Landscape Partnership Project Manager, during the development of the second round bid, will be provided by the Broads Authority, Director of Planning and Resources.
- 5.3. The Broads Landscape Partnership Project Manager post would terminate on the submission of the second round bid (November 2017)
- 5.4. If the second round bid is successful, the Landscape Partnership will recruit and employ the following members of staff to deliver the Landscape Partnership Project.
 - Project Manager
 - Administration officer (part time post)

These officer posts will be hosted by the Broads Authority. Further staff requirements and relevant hosts will be identified during the first round application phase.

6. The Broads Landscape Partnership Board

- 6.1. Full Terms of Reference for the PB are included as Appendix B.
- 6.2. The Broads Authority, being the project lead, the partnership board will be chaired by Andrea Long, Broads Authority Director of Planning and Resources. A Vice-Chair will be elected from the partnership board's membership.
- 6.3. If the first round bid is successful, the LPS Project Manager will attend PB meetings so that appropriate reporting takes places.
- 6.4. If the second round bid is successful, the LPS Project Manager will attend PB meetings so that appropriate reporting takes place.
- 6.5. The Broads Authority will provide secretariat support to the PB meetings,

including minute taking, and will provide an agenda and necessary supporting papers for each meeting. Although in later stages this function may be fulfilled by the Project Administration Assistant.

7. The Broads Landscape Partnership Wider Stakeholders

- 7.1. A wide range of stakeholders will assist the PB in fulfilling its aims and responsibilities. If the first round bid is successful a wider stakeholder group will be developed, based on the Broads Landscape Partnership Stakeholder workshop. This wider stakeholder group will have interests in contributing to and benefitting from the program and some will be responsible for project delivery under the three main program outcomes :

7.1.1. Outcomes for heritage

7.1.2. Outcomes for people

7.1.3. Outcomes for communities

- 7.2. From time to time 'task and finish groups' will be used to support the development of collaborative and innovative project ideas which fit with the LCAP and the overall vision and objectives of the Landscape Partnership. Model Terms of Reference for these groups are shown in Appendix C.

8. Accounting and Reporting to the Heritage Lottery Fund and Broads Authority Members

- 8.1. The Broads Authority will be responsible for formal reporting to the Heritage Lottery Fund (HLF) and to Broads Authority Members on progress being made towards meeting the milestones set out in the development and delivery plans.
- 8.2. Draft copies of any HLF and BA reports will be circulated to all PB members for comment prior to submission.

9. Intellectual Property

- 9.1. Any materials resulting from the development and delivery of the LPS are copyrighted to the Broads Authority as the Lead Partner and will be covered by the creative commons attribution – non-commercial –ShareAlike 4.0 International licence.
- 9.2. When the LPS ceases to operate, any related materials will be digitally stored by the Broads Authority for at least seven years and made available to the public on request.

10. Monitoring and Audit

- 10.1. All parties agree to participate in monitoring and evaluating the LPS to assess whether both the overall scheme and its individual component projects are achieving the agreed aims.
- 10.2. The Broads Authority will provide the PB with copies of the management accounts for the scheme as part of the PB meeting process.
- 10.3. The management of the LPS's funding will be audited as part of the Broads Authority standard audit procedures and through any audit requirements of HLF.

11. Public Relations

- 11.1. A 'brand' for the LPS will be created during the development phase and be put to the PB for agreement.
- 11.2. The PB will give the Landscape Partnership Project Manager delegated powers, in conjunction with the Broads Authority Communications Team, to issue press releases and other external communications as are deemed fit to promote the LPS and its work.
- 11.3. The LPS Project Manager shall be the first point of contact for any media enquiries.

12. Declarations of Interest

- 12.1. All parties agree to be transparent on matters concerning the development and delivery of the Broads Landscape Partnership scheme and to declare any interests, which may reasonably be perceived to conflict.

13. Dispute Resolution

- 13.1. Any difference of opinion or dispute arising out of or in connection with this Partnership Agreement shall be referred to the Chair of the PB, who will endeavour to resolve it within the spirit implicit in the co-operation agreement.

14. Administrative Point of Contact

- 14.1. The administrative point of contact for this Agreement is Lottie Carlton of the Broads Authority.

Appendix A – Parties to this Agreement

Landscape Partnership Board member organisations as follows:

- Broads Authority
- Broads Internal Drainage Board
- Broads Society
- Broads Tourism
- Easton and Otley College
- English Heritage
- Farm Conservation
- Great Yarmouth Preservation Trust
- Natural England
- New Anglia Local Enterprise Partnership
- Norfolk County Council
- Norfolk Windmills Trust
- RSPB
- Voluntary Norfolk
- Workers Education Association

Landscape Partnership Advisory partners:

To be included at a later date

Other potential Landscape Partnership Project delivery organisations

Appendix B – Partnership Board Terms of Reference

1. The Partnership Board's Role

- 1.1. The role of the Partnership Board (PB) will be to provide strategic direction through the development of the first round submission to the Heritage Lottery Fund's Landscape Partnership Scheme (LPS) Program. If successful, the PB will provide strategic direction during the second round application phase, the development of the Landscape Conservation Action Plan (LCAP), Audience Development Plan and Operational Work Plans of the LPS. If this is successful, the role of the PB will be to provide strategic direction through the delivery phase of the LPS scheme.
- 1.2. The Board's responsibilities will be :
 - 1.2.1.1. To guide and advise on the development of the first round application to the HLF
 - 1.2.1.2. To guide and advise on the development of the LCAP for the LPS program.
 - 1.2.1.3. To have a strategic overview of the functioning of the LPS and make recommendations on the implementation of the LCAP and scheme proposals (or any changes to them).
 - 1.2.1.4. To monitor and evaluate the work program strategic outputs or outcomes and associated costs to ensure the development and delivery phases remain on track to meet the agreed targets.
 - 1.2.1.5. To approve projects making applications to receive funding from the HLF grant ensuring that they fit with the overall LPS vision and objectives.
 - 1.2.1.6. To receive and scrutinise monitoring reports from the LPS Project Manager and make recommendations if areas of concern arise.
 - 1.2.1.7. To monitor the LPS program's budget and oversee expenditure, making recommendations for virement or other appropriate changes to the Lead Partner, for onwards communication to HLF.
 - 1.2.1.7 To oversee the preparation of progress reports for the HLF and the Broads Authority Members by the LPS Project Manager.
 - 1.2.1.8 To publicise the LPS and encourage the development of collaborative, innovative and sustainable projects.
 - 1.2.1.8 To enable wide partner support by acting as advocates for the LPS and encouraging community participation.
 - 1.2.1.9 To elect, annually, a Vice-Chair who will collectively with the Chair provide leadership to the LPS.

2. Partnership Board membership requirements

- 2.1. Members should demonstrate that they meet the criteria outlined in Annex 1, the Broads Landscape Partnership Board Member Job Role.
- 2.2. Any Board member failing to attend or provide a substitute to attend in their absence for three consecutive meetings will be deemed to have retired, unless that member provides a satisfactory reason for non-attendance to the Project Manager.
- 2.3. Board members may on occasion need to share confidential information. Members must respect the confidentiality of any information that is imparted in confidence; either at Board meetings or in conversations between Board members, and on no account disclose it to third parties without the prior consent of the information owner.
- 2.4. Board members are required to register in advance of or at the beginning of each Board meeting, any interest they have or might be perceived to have in any item on the agenda. In the case of pecuniary interest (to themselves or to the body, which they represent) they will be permitted, when the item is discussed, to provide factual information to the meeting, but will withdraw from the meeting once other members have had the opportunity to question them, and before any decision is taken.

3. Membership

- 3.1. The Board will consist of representatives of the public, private, voluntary and community sectors.
- 3.2. In addition to the Chair, the Board will be made up of the following organisations and one representative from each member organisation may attend Board meetings:

- Broads Authority
- Broads Internal Drainage Board
- Broads Society
- Broads Tourism
- Easton and Otley College
- English Heritage
- Farm Conservation
- Great Yarmouth Preservation Trust
- Natural England
- New Anglia Local Enterprise Partnership
- Norfolk County Council
- Norfolk Windmills Trust
- RSPB
- Voluntary Norfolk
- Workers Education Association

- 3.3. In the event that the nominated representative from a member organisation cannot attend a meeting, he/she may nominate a substitute to attend in his/her place.
- 3.4. The Board will have the ability to co-opt additional expertise onto the Board in a non-voting capacity to support particular projects or aspects of the LPS program.

4. Election of Vice-Chair

- 4.1. Board members must elect or re-elect a Vice-Chair annually.
- 4.2. Nominations for the Vice-Chair will require a formal proposer and a seconder to submit details of the nominee to a Board meeting.
- 4.3. Nominees for this role must demonstrate that they have the required skills for the position as outlined in Annex 2, the Broads Landscape Partnership Vice-Chair Job Role.
- 4.4. The Board will take a vote on all nominees and record the result in the minutes.
- 4.5. The nominee receiving the most votes will be elected as Vice-Chair.

5. Meeting/Operating Requirements

- 5.1. The Board will meet quarterly or more frequently depending upon the needs of the programme.
- 5.2. If operational needs necessitate it, agreement can be made by email in lieu of formal meetings
- 5.3. Wherever possible, meetings will be held at a venue within or close to the Norwich.
- 5.4. Meetings will normally be closed to the public, however the Board may choose to hold public sessions when appropriate.
- 5.5. Agendas and relevant papers will be circulated to members at least one week before each meeting, whenever possible.
- 5.6. Minutes will be kept to record all decisions made by the Board and circulated within two weeks of a meeting.
- 5.7. Regular progress reports will be provided for the meetings of the Broads Authority Members.

6. Decision Making

- 6.1. The Board will only be quorate when over 50% of Board members are present.
- 6.2. Should 'written procedures' be required Board members will be asked to make a formal response within the time specified by the Project Manager. Responses received after this deadline may not be counted.
- 6.3. Consideration and approval of project ideas, concepts and business cases will follow the procedures set out within the LPS program's grant making procedures.
- 6.4. The Board will seek to reach agreement on recommendations by discussion and consensus. When a formal vote is required each member (or substitute) shall be entitled to one vote and decisions will be made based on a simple majority of those present and entitled to vote.
- 6.5. The Chair or in their absence the Vice or acting Chair will have the casting vote if there is a split decision.

Annex 1 – Broads Landscape Partnership – Board Member Job Role

Role overview

The key role of LPS Board members will be to provide strategic direction to Broads Landscape Partnership through the development, delivery and review of the Landscape Conservation Action Plan (LCAP).

Term of office

LPS Board members are permitted to serve initially until the end of the LPS First Round application process at the end of October 2015.

If the First Round application is successful the LPS Board will be reconvened in November 2015 and remain until the Second Round submission is made in November 2017.

If the Second Round application is successful, the LPS Board will be reconvened in January 2018 and then be dissolved at the end of the program in 2022...

Duties

As outlined out in para 1.2 of the Partnership Board Terms of Reference.

Personal Attributes for LPS Board Members

The following personal attributes are required:

- Commitment to the LPS and its vision and objectives as outlined in the LCAP.
- Willingness to devote the necessary time and effort, at least four meetings per year.
- Integrity and good interpersonal skills.
- Ability to think creatively and with vision.
- Ability to work effectively as a team member with a shared sense of purpose.
- Willingness to learn and be informed of both the activities of the LPS and the context in which it operates.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of LPS Board membership.

Skills and Expertise for LPS Board Membership

To have a competent and effective LPS Board, its members should collectively possess the following skills, experience and expertise:

- Local knowledge, experience, expertise and any relevant qualifications within their field of work that relate to the three main program outcomes.
- An understanding of the Broads and its priorities.
- Understanding of the language and structures of the LPS and experience of partnership working.
- Ability and willingness to be an active ambassador for the LPS through networking and marketing the LPS program to appropriate individuals, communities and organisations.

Please note members are NOT expected to possess all of these attributes/skills individually.

Annex 2 – Broads Landscape Partnership – Chair and Vice-Chair Role

Role overview

The Chair is responsible for ensuring that the LPS Board as a whole is enabled to play a full and constructive part in the development and determination of the LPS scheme and its overall vision and objectives.

The Vice-Chair or acting Chair is responsible for carrying out this role in the Chair's absence.

Term of office

The LPS Vice-Chair is appointed by the LPS Board. The candidate is recruited from within the LPS Board membership and will serve for one year. At the end of that period, the LPS may re-appoint that person as Vice-Chair or appoint another member to that role.

Duties

In addition to the commitments and responsibilities of being a LPS Board member, the Chair, or the Vice-Chair in their absence or acting Chair in their absence, will need to fulfil the following functions and responsibilities:

- Chair LPS Board meetings and be the guardian of the LPS Board's decision-making process.
- The Chair will have the responsibility for casting the deciding vote when a split decision occurs.
- Maintain a close working relationship with the LPS Program team, particularly prior to meetings, to ensure that action points and recommendations have been or are being dealt with.
- Ensure that the requirements for membership, meetings and decision-making outlined in the Terms of Reference for the LPS Board are being adhered to.
- Represent and promote the Broads LPS to a wide range of stakeholders and be a public relations figurehead for the LPS Board.
- Represent the LPS externally, on any local, regional or national meetings.
- Ensure that all constituents of the LPS, i.e. Board, the Project Delivery Team and Task & Finish Groups complete their assigned tasks satisfactorily.

Personal Attributes and Competencies for the LPS Chair and Vice-Chair

The LPS Chair and Vice-Chair will have the same personal attributes required for LPS Board membership with the following additions:

- Good communicator; can speak clearly and confidently.
- A good listener who can effectively summarise the main points of a discussion and identify key action points or follow up recommendations.

Skills and Expertise for the LPS Chair and Vice-Chair

The LPS Chair and Vice-Chair will have the same skills and expertise required for LPS Board membership with the following additions:

- Knowledgeable about the terms of reference for the LPS Board.
- Proven experience in managing/facilitating meetings including skills in managing group conflict, timekeeping and the ability to question.
- Experience and/or proven ability to fill a leadership role, which includes the ability to speak in public.
- Good motivational skills. The Chair and Vice-Chair should instil enthusiasm in the LPS Board for the vision and objectives outlined in the Landscape Conservation Action Plan (LCAP).

Annex 3 – Task and Finish Groups Model Terms of Reference

1. Background

- 1.1. The role of the task and finish groups will be to stimulate and develop appropriate projects to deliver the LPS's vision and objectives. The groups will include stakeholders from the wider community and people who have expertise and interest in one of the three program outcomes:

1.1.1. Outcomes for heritage

1.1.2. Outcomes for people

1.1.3. Outcomes for communities

2. Task and Finish Groups' Role

- 2.1. To discuss within the group issues relating to the three program outcomes and bring forward suggestions, knowledge and initiatives that will meet the key objectives of that program outcome.
- 2.2. To provide specific program input to the Landscape Conservation Action Plan (LCAP).
- 2.3. To broaden knowledge and expertise, involving wider stakeholders in the monitoring and evaluation of the program where this is deemed necessary.
- 2.4. To receive project idea, related to the program area and carry out a supportive scrutiny to determine projects' feasibility.

3. Membership Requirements

- 3.1. Although there will be no formal membership requirement for the task and finish group members, they will need to have the appropriate expertise/skills
- 3.2. Invitations to join task and finish groups will be extended by the PB Chair/Vice- Chair as and when required.

4. Meetings/Operational Requirements

- 4.1. Task and finish groups will meet when necessary depending upon the scale of the business in hand.
- 4.2. Wherever possible, meetings will be held at a venue within or close to the Norwich area.

- 4.3. Meetings will be facilitated by the LPS Delivery Team, an LPS Board member or an external facilitator.
- 4.4. Agendas and relevant papers will be circulated to attendees at least one week before each meeting, whenever possible.
- 4.5. Action points will be kept to record any recommendations made by the task and finish groups.
- 4.6. Dissolution of the task and finish groups can only be made by agreement of the LPS Board.

5. Decision Making

- 5.1. The task and finish groups will not be required to make any formal decisions.

Formal signatures

I/we agree to terms of the Partnership Agreement for the Broads Landscape Partnership Board.

Signed by.....

On behalf of (name of organisation).....

Date.....