



Broads Authority Member Development Protocol

July 2017

Version 2.1

Next review date: July 2018

1. Introduction

- 1.1 Welcome to the updated Members' Development Strategy for 2017. The Broads Authority is committed to supporting the development of its entire staff, Members and co-opted Members to achieve continuous improvement of its services. It will ensure that it has the processes and resources in place to deliver the Member Development Strategy.
- 1.2 Members and co-opted members (hereafter collectively referred to as Members) bring a wide range of skills and knowledge to the Broads Authority, many of which complement and enhance the existing effectiveness, efficiency and capabilities of the Authority. An effective development strategy is necessary to help enhance their understanding of key issues which affect the Authority. A well-structured and targeted development strategy should assist the Authority to make more informed decisions and demonstrate to stakeholders that the Authority has a wider understanding of the key issues affecting the Broads.
- 1.3 The use of Members' Annual Reviews will inform and contribute to the delivery and content of this strategy.

2 Purpose

- 2.1 This Member Development Strategy outlines the skills and knowledge that a Member will need to acquire to carry out their role effectively. This will provide both for initial induction and for a longer-term development of skills and knowledge. It may be that Members will not need to undertake every development opportunity, depending on their previous experience, but the opportunity to refresh existing knowledge and skills is an important element of the strategy and is to be encouraged.

3 Key Principles

- 3.1 Members will have:
 - (i) Access to a Member Induction Programme and a Continuous Development Programme which enables them to fulfil their responsibilities.
 - (ii) Access to information about all induction and development opportunities.
 - (iii) A mechanism to help them identify their individual development needs and identify ways in which they can contribute to the Authority's work.
 - (iv) An opportunity to be mentored by a more experienced member of the Broads Authority under the Authority's mentoring scheme.
 - (v) An opportunity to provide feedback on the effectiveness of each development opportunity, share good practice and contribute to the future framework of the development programme.
 - (vi) Opportunity to contribute to an annual review of the development programme to ensure that both the content and the administrative arrangements meet the needs of Members and the Authority.

- (vii) Opportunity to attend member development activities each year in response to individual and/or Authority development requirements. However, it is recognised that some Members will find it difficult to commit time towards development and every effort will be made to accommodate individual development needs where possible.

4 Member Induction and Continuous Development Programme

4.1 The Member Development Strategy is supported by a Member Induction and Continuous Development Programme which is designed to follow the developmental path of a Member, from core induction through to a stage where members can develop ways of contributing to the Authority; by taking on additional responsibilities or making their expertise available to the Authority through representation on external bodies. It comprises three main stages as detailed below.

4.2 Induction Programme for Members

The Broads Authority shares a number of characteristics with other organisations: it has a similar legislative framework to the national park authorities; it shares some processes with local authorities; and has comparable responsibilities to other major navigation authorities. But the Broads Authority has a unique combination of responsibilities, structures and procedures. It is therefore crucial that every new member of the Authority, whether appointed by the Secretary of State, one of the constituent local authorities or a co-opted member of the Navigation Committee, is provided with a comprehensive induction. This should involve both group and 1:1 briefings as well as site visits and will be tailored to the needs and interests of individual members.

A comprehensive Member Induction Pack, prepared by the Governance Team, will be provided to each new member as soon as they are appointed to the Authority.

The Induction Programme is set out in Annex 1 and the expectation is that new members will tick off the different elements of the induction programme as they are delivered.

New members will also be offered the opportunity to:

- (i) Have a Member mentor for the first six months of appointment to aid the new member in developing their understanding of the Broads Authority. It is suggested that pairing Local Authority appointees with Secretary of State appointees would be beneficial.
- (ii) Attend the National Parks UK New Members' Induction course.

4.3 Continuous Development: The National and International Perspective

National Parks UK (NPUK) hosts both the National Park Workshop and a Conference as bi-annual events for Members to attend. NPUK runs a Member Induction programme each March and September. Member attendance at these events is important as this aids a more collective understanding of the work of the UK's National

Park Authorities and facilitates a network of expertise to discuss and address particular and generic topics as they arise. Members will be given the opportunity to attend at least one of the NPUK events in the first two years of joining the Authority.

4.4 **Continuous Development: Special Areas of Interest**

To facilitate a more collective understanding of strategic issues surrounding the Authority, a Continuous Development Programme will be scheduled each year. This programme will be based around special areas of interest which will come from either the main headings in the Broads Plan or other strategic issues affecting the Authority. These will include presentations, a site visit and in-depth debate to examine current delivery methods and provide the opportunity for discussion on the need to adjust policy; such sessions would allow more 'free thinking' with Members not being constrained in a similar way which might occur within a full Authority meeting. The output from such a programme could be forwarded to full Authority meetings for a formal debate and decision, should this be considered necessary. A programme of Continuous Member Development, based on four strategic issues, will be scheduled each year, with the dates of the Member Development Days included within the Annual Committee Timetable.

- 4.5 The Member Induction and Continuous Development Programme is intended to take Members through their first term of office over approximately four years. However, more experienced Members will be able to refresh their skills at any point, and also take advantage of any opportunities they missed, or which have been added to the programme or updated. Their participation in the Strategic member development Days is particularly welcome. The emphasis is on continuous development rather than acquiring all skills in the first year and the development programme should therefore be seen as a long-term commitment.
- 4.6 The Authority recognises that not all Members will be able to commit a significant amount of time to development because of professional or personal commitments. Members will be supported in identifying specific opportunities which will help them make a personal contribution to the work of the Authority.
- 4.7 Development activities will be delivered in a variety of formats, both office /centre based, or by fieldwork and site visits where appropriate. There may be facilitated workshops, one to one support under the mentoring programme, or attendance at an external training event. The Authority's professional staff will play a major part in the delivery of the programme, allowing Members and officers the opportunity to work together in a less formal setting. When appropriate, external trainers will be engaged to deliver some development opportunities.
- 4.8 At the end of each development opportunity, members will be asked to provide feedback, in order that the programme can be monitored, evaluated and developed in response to members' and the organisation's needs. Attendance at development opportunities will be recorded to provide information useful to the completion of each Member's Annual Review.

5 Development Needs Analysis

- 5.1 The Broads Authority is committed to providing relevant and up to date development for its members, and will review development needs on an annual basis. A Development Needs Analysis will be carried out to ascertain collective and individual needs through the following methods:
- a. Feedback from Members' Annual Review.
 - b. Requests from Members at any point during the year.
 - c. International or national changes in legislation or guidance.
 - d. In response to any local issues.
 - e. Issues raised by the Authority's staff.

6 Members' Annual Reviews

- 6.1 In order to support the Authority and individual members in continuous development, every Member and co-opted member of the Authority will complete a Members Annual Review in February each year. Individual meetings will then be scheduled for each member as part of this review process, carried out by the Chair or Vice-Chair of the Authority or the Chair of the Navigation Committee. The purpose of the Annual Review will be to:
- a. Review and evaluate Authority and individual performance and identify ways in which these could be potentially improved.
 - b. Review and evaluate the Development programme and identify development opportunities for the future.
- 6.2 The Members' Annual Review will also raise any strategic issues which need to be brought to the attention of the Chief Executive and other actions to be taken to increase the performance, effectiveness and development of the Authority.

7 Review by Management

This Member Development Strategy shall be reviewed by Management Team annually in March following the receipt of the Members Annual Reviews in 6.1 above (during which Members will contribute to an annual review of the development programme). This will enable appropriate adjustments to be made to development, training and allocation of appropriate resources as part of the Development Needs Analysis. The Chairman (in association with the Chief Executive) will provide a report for the Broads Authority in May with suggestions for the Development Programme for the next year from July.

Date: July 2017

Review Date: July 2018

Annex 1. Induction Programme for Members

Area of knowledge	Outcome	Delivery	Received v
1. The history of national parks and the background to the establishment of the Broads Authority;	An understanding of the origins of national parks, the history of the Broads and the special qualities. Corporate branding and Columbia sponsorship	Chief Executive	
2. The purposes, functions and responsibilities of the Broads Authority;	Understanding of the provisions and requirements in the 1988 Act and other relevant legislation		
3. The Broads Plan, Annual Business Plan and Strategic Priorities;	Understand the concept of the golden thread and the role of the different documents. Strategic priorities for the year and main challenges. Organisational Structure – Roles and responsibilities of Management Team		
4. Being a member of the Broads Authority	Role and responsibilities of members, committee structure and membership. Communication Strategy and key events in the year and expectations around the Annual Member Review process. Awareness of Diverse Communities.	Chair of the Authority	
5. Code of Conduct, Member Officer Protocol and conduct of meetings etc.	Introduction to the Members' Handbook. Commitment to the Authority's core values and Nolan Principles as set out in the Members' Code of Conduct, Protocol on Member and Officer relations, Standing Orders and conduct at meetings.	Solicitor and Monitoring Officer	
6. Financial arrangements specific to the Broads Authority.	Main sources of income, distinction between National Park Grant and Navigation Income and Expenditure and how that it is managed. Members' responsibilities for Finance (Statement of Accounts, Budget approval). Role of FSAC BA Assets	Chief Financial Officer	
7. Strategy and Community Engagement	Introduction to the responsibilities of the Directorate. Awareness of the Authority's role as a Local Planning Authority.	Director of Strategy and Sustainable Communities	
8. Operations	Understanding of the breadth of the practical operations, the priority of the work programme and role of the Rangers	Director of Operations & Head of Construction	

	<p>& Environment Officers</p> <p>Members' responsibilities under the Port Marine Safety Code.</p>	<p>Maintenance & Environment</p>	
<p>9. Members and ICT</p>	<p>Protocols on use of BA equipment; passwords and BA accounts</p>	<p>Head of ICT and Collector of Tolls, Senior ICT Support Officer</p>	
<p>10. Site visits</p>	<p>Key challenges for the future plus awareness of the range of practical and customer facing operations</p>	<p>These should be tailored to the new members' needs and will cover a range of services and draw out key challenges</p>	



A Guide for Local Authority Appointments

1 Introduction

- 1.1 The Broads Authority was set up under the Norfolk and Suffolk Broads Act 1988. The area has an equivalent status to that of a national park and the Broads Authority has similar roles and responsibilities to that of a national park authority, with the added responsibility for navigation. More information about national parks can be found through the National Parks UK website at www.nationalparks.gov.uk and the Broads Authority itself at www.broads-authority.gov.uk
- 1.2 The Broads Authority is a statutory body. It has some similarities to local government but is non-political and therefore operates in a different way. Members are appointed not to represent a particular interest, area or authority but rather to participate in decisions to guide the Authority in delivering its statutory purposes. Their key role is to contribute leadership, knowledge and direction together with scrutiny and responsibility in the decision making and strategic direction of the Authority. Local authority appointees have an important role in making links back to their council and briefing councillors on the work of the Broads Authority.

2. Functions

- 2.1 The 1988 Act has been amended several times and two of the most significant are the re-alignment of its national park purposes with the national park authorities (Natural Environment and Rural Communities Act 2006) and the Broads Authority Act 2009, whose primary purpose was to give the Authority greater powers to manage safety on the Broads.
- 2.2 Section 2 of the 1988 Act gives the Authority the general duty to manage the Broads for the purposes of:
- (a) conserving and enhancing the natural beauty, wildlife and cultural heritage of the Broads;
 - (b) promoting opportunities for the understanding and enjoyment of the special qualities of the Broads by the public; and
 - (c) protecting the interests of navigation;

while having regard to:

- a) the national importance of the Broads as an area of natural beauty and one which affords opportunities for open-air recreation;

- b) the desirability of protecting the natural resources of the Broads from damage; and
- c) the needs of agriculture and forestry and the economic and social interests of those who live or work in the Broads.

Section 10 provides for more specific functions in relation to the navigation area namely that:

(1) The Authority shall—

- (a) maintain the navigation area for the purposes of navigation to such standard as appears to it to be reasonably required; and
- (b) take such steps to improve and develop it as it thinks fit.

2.3 The Authority is also the statutory local planning authority for the Broads area and a competent harbour authority. It is a member of National Parks UK, AINA (the Association of Inland Navigation Authorities) and the worldwide Living Lakes network, set up by the Global Nature Fund.

3 Committee Structure and Membership

- 3.1 The appointment is to the Board of the Broads Authority which has a membership of 21. Nine Members are appointed by Norfolk and Suffolk County Councils and the six district councils whose boundaries fall within the Authority's executive area. Ten are appointed by the Secretary of State for the Environment, Food and Rural Affairs. Two are appointed by the Authority from the co-opted members of the Navigation Committee.
- 3.2 There are six meetings annually of the main Board together with four-weekly meetings of the Planning Committee, associated site visits, and training and development requirements. There is also a Financial Scrutiny and Audit Committee which meets three times a year.

The statutory Navigation Committee is a consultative body on navigation issues and meets 5-6 times a year. A Broads Forum, a consultative body with membership being made up from key stakeholder groups, meets four times a year as does the Broads Local Access Forum, a consultative body whose main function is to be a statutory advisory body to provide guidance and advice to relevant authorities on the improvement of public access to the countryside of the Broads Executive Area.

A Committee Structure Chart detailing the function of the Authority and its committees is attached at Appendix 1.

4 Outside Bodies

- 4.1 The Authority is invited by various organisations, groups and bodies to appoint a member to represent the interests of the Authority on that body. The appointments to outside bodies are determined at the Broads Authority's annual meeting in July.

5 Expectations of Councillors Appointed to the Broads Authority

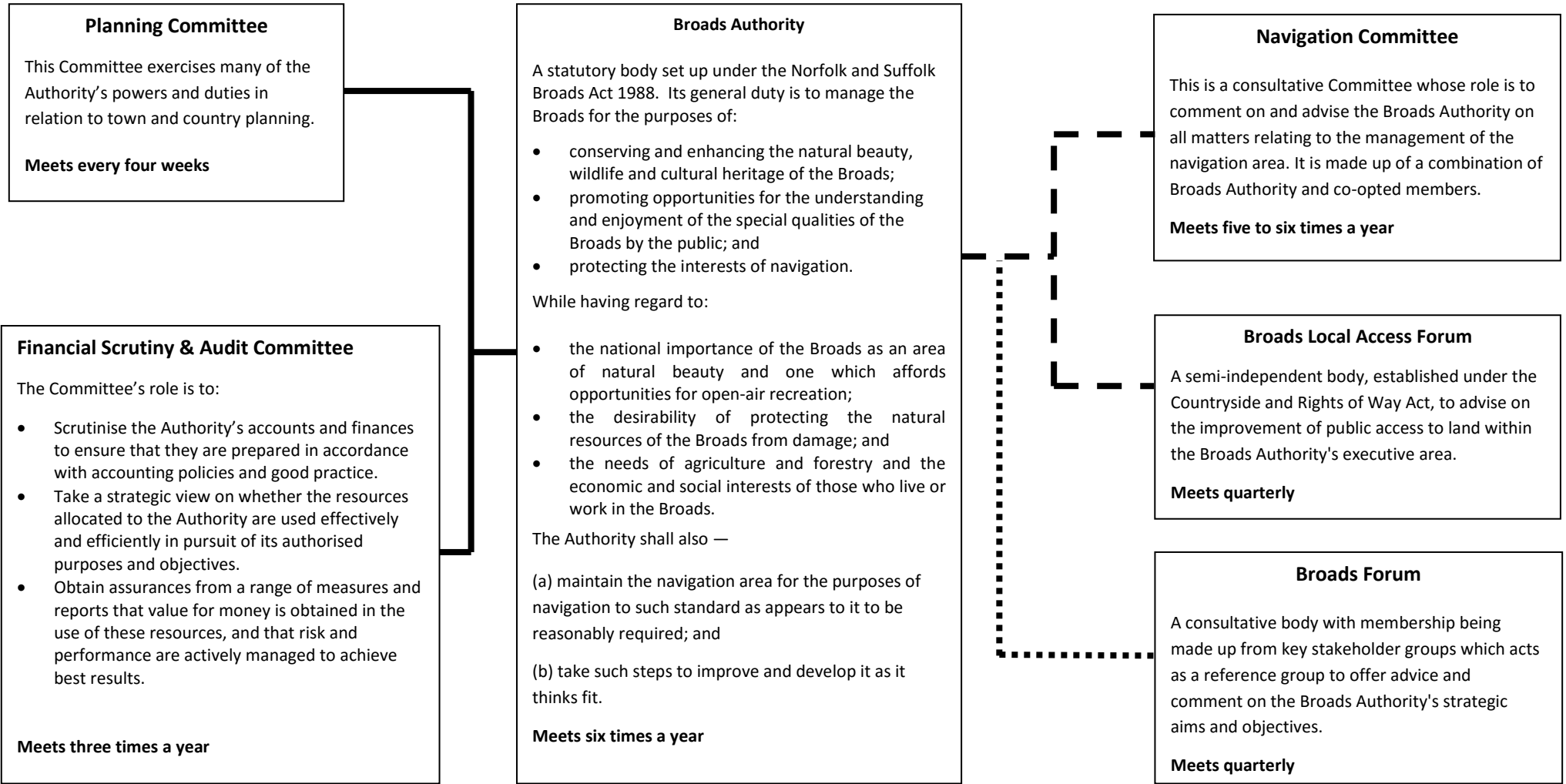
5.1 The special qualities required for Members are:-

- (1) An enthusiastic willingness to develop an understanding of the unique and global importance of The Broads and the many facets needed to create and maintain a National Park.
- (2) To be the conduit for the two way flow of information, knowledge and understanding between districts, boroughs and parishes and the Broads Authority.
- (3) To be an ambassador, acting as the public face of the Broads Authority in a professional, non-political manner.
- (4) A willingness to attend training and development sessions and mandatory training where appropriate, for example on planning or the Port Marine Safety Code, attaining a successful outcome and with a commitment to ongoing training and development, including the Members' annual review process.
- (5) An analytical, creative approach to problem solving, and the ability to challenge in a constructive manner and also be prepared to be challenged.
- (6) To work and contribute as a team member, working towards common goals.
- (7) To bring and impart your own experiences and inspirations to assist in the evolving development of the Broads.
- (8) Adhere to the Standards of Conduct, Accountability and Openness of the Authority and the Protocol on Member and Officer Relations.

Rewards:

To be an integral part of a successful, productive team nurturing and developing a nationally important environment for the enjoyment and benefit of society and future generations. A small allowance is also available to Appointed Members.

Updated 28 July 2017



Planning Committee

This Committee exercises many of the Authority's powers and duties in relation to town and country planning.

Meets every four weeks

Financial Scrutiny & Audit Committee

The Committee's role is to:

- Scrutinise the Authority's accounts and finances to ensure that they are prepared in accordance with accounting policies and good practice.
- Take a strategic view on whether the resources allocated to the Authority are used effectively and efficiently in pursuit of its authorised purposes and objectives.
- Obtain assurances from a range of measures and reports that value for money is obtained in the use of these resources, and that risk and performance are actively managed to achieve best results.

Meets three times a year

Broads Authority

A statutory body set up under the Norfolk and Suffolk Broads Act 1988. Its general duty is to manage the Broads for the purposes of:

- conserving and enhancing the natural beauty, wildlife and cultural heritage of the Broads;
- promoting opportunities for the understanding and enjoyment of the special qualities of the Broads by the public; and
- protecting the interests of navigation.

While having regard to:

- the national importance of the Broads as an area of natural beauty and one which affords opportunities for open-air recreation;
- the desirability of protecting the natural resources of the Broads from damage; and
- the needs of agriculture and forestry and the economic and social interests of those who live or work in the Broads.

The Authority shall also —

(a) maintain the navigation area for the purposes of navigation to such standard as appears to it to be reasonably required; and

(b) take such steps to improve and develop it as it thinks fit.

Meets six times a year

Navigation Committee

This is a consultative Committee whose role is to comment on and advise the Broads Authority on all matters relating to the management of the navigation area. It is made up of a combination of Broads Authority and co-opted members.

Meets five to six times a year

Broads Local Access Forum

A semi-independent body, established under the Countryside and Rights of Way Act, to advise on the improvement of public access to land within the Broads Authority's executive area.

Meets quarterly

Broads Forum

A consultative body with membership being made up from key stakeholder groups which acts as a reference group to offer advice and comment on the Broads Authority's strategic aims and objectives.

Meets quarterly

- Executive
- - - - Statutory Consultative
- Consultative/Advisory