

Audit and Risk Committee

21 September 2021

Agenda item number 12

Corporate Partnerships Register- update

Report by Head of Governance

Summary

The Broads Authority maintains a register of its key partnerships with external organisations. The latest Corporate Partnerships Register is appended to this report. It will be presented to the full Authority in November.

Recommendation

To note the report.

1. Corporate partnerships

- 1.1. The Broads Authority works in partnership with a wide range of organisations to meet its statutory purposes and deliver the [strategic objectives](#) for the Broads.
- 1.2. These partnerships add value to the Authority's work by helping us to:
 - coordinate and increase project delivery, access new resources, achieve economies of scale and reduce waste and duplication;
 - tackle complex, cross-sector and Broads-wide issues and share risks;
 - build understanding and relationships between different organisations and sectors, and with our stakeholders and local communities;
 - develop new ideas and ways of working; and
 - hold greater influence together than as individual partners.
- 1.3. A 'partnership' refers to an arrangement involving the Authority and one or more external organisations, from any sector, who share responsibility for agreeing and implementing actions to meet common goals. Within each partnership, partners agree a formal structure or identifiable working process, contribute to objectives, share any risk in proportion to the benefits each receives, and share information.
- 1.4. In this context, a partnership does not include a traditional contractual arrangement where the delivery of a service or project has been awarded to a contractor (with or without a competitive tendering process), or to groups of elected members or officers from local authorities and others who come together to discuss strategy or

policy. It also excludes ongoing day-to-day contact with statutory agencies whose responsibilities impact on or link closely to our work, such as Natural England or the Environment Agency. That said, there are occasions when the relationship with such bodies may constitute a partnership arrangement.

2. Partnerships protocol

- 2.1. The Authority will only enter into a formal partnership arrangement if it is able to invest the staff time, assets, knowledge and funding to play a full and constructive role. Before entering into a new arrangement, it will make sure that:
- the partnership's aims and objectives are clear, and it can be shown how they contribute to the Authority's statutory purposes and objectives;
 - there are clear terms of reference setting out how the partnership proposes to achieve its objectives;
 - the financial responsibilities of the respective parties are clearly established;
 - the partnership represents value for money, and the Authority could not achieve the same outcome more cost effectively;
 - there is a clear exit strategy should the partnership fail to meet its objectives;
 - there is a nominated responsible officer for the Authority; and
 - the need for member involvement in any Partnership Board is considered.
- 2.2. Management Team approval, and full Authority approval in some cases, will be obtained before entering into a new partnership agreement.

3. Corporate Partnerships Register

- 3.1. The Register gives details for each partnership including purpose, partners and lead Authority officer, perceived benefits, duration, financial arrangements and tasks. Associated risks and mitigation measures are noted in our Corporate Risk Register or operational level Directorate Risk Registers.
- 3.2. The Management Team reviews the Register on a regular basis, and may also commission an evaluation of the internal management and governance arrangements in place for any partnership.
- 3.3. Having reviewed the Register in autumn 2021, the Management Team considers that all partnerships are meeting their original aims and objectives, internal management and governance arrangements are adequate and appropriate, and the partnerships represent value for money. The updated Register is at Appendix 1 to this report. It will be presented to the full Authority in November, together with any comments from the Audit and Risk Committee.

Author: Maria Conti

Date of report: 8 September 2021

[Broads Plan](#) objectives: All

Appendix 1 – BA Corporate Partnerships Register (Nov 2021)

Appendix 1

Corporate Partnerships Register

The register at Table 1 shows the Broads Authority’s corporate partnership arrangements with external organisations. A ‘partnership’ in this context refers to an arrangement involving the Authority and one or more external organisations, from any sector, who share responsibility for agreeing and implementing actions to meet common goals.

Within each partnership, partners agree a formal structure or identifiable working process, contribute to objectives, share any risks in proportion to the benefits each receives, and share information and good practice. Any significant identified risks to the Authority associated with these partnerships are noted in our Corporate Risk Register or relevant Directorate Risk Registers.

Table 1

Corporate Partnerships Register (reported to ARC 21/9/21 and BA 19/11/21)

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
<p>ANT BROADS AND MARSHES SSSI RESTORATION PROJECT</p> <p>Purpose: To monitor and model water and restore fen to enhance habitat quality across Sutton Fen (RSPB), Catfield Fen (Butterfly Conservation), the How Hill National Nature Reserve (Broads Authority) and Barton Broad National Nature Reserve (NWT).</p> <p>Partners: BA, RSPB, Butterfly Conservation, Norfolk Wildlife Trust</p>	<p>Critical work to prevent loss of more than 5,000 fen orchid plants and continued loss of fen habitat that supports most of UK conservation priority species associated with this habitat, including fen orchid and swallowtail butterfly.</p>	<p>To Dec 2021</p>	<p>£300k grant from European Agricultural Fund for Rural Development – Water Environment Grant and Biffa funding.</p> <p>BA to receive £50,749.55 grant.</p>	<p>Carry out agreed activities and submit claims in accordance with agreed schedule.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
BA lead officer: Environment Policy Advisor			BA cash financial contribution is zero.	
<p>ASSOCIATION OF INLAND NAVIGATION AUTHORITIES (AINA)</p> <p>Purpose: Represents the collective views of navigation authorities to Government, regulators, other policy makers, funders and stakeholders. Provides information, advice and good practice for managing, operating and developing inland waterways for navigation and wider use.</p> <p>Partners: 18 partners including the Canal & River Trust, Environment Agency, BA and National Park Authorities, local government authorities, private canal companies, internal drainage boards, public and charitable trusts.</p> <p>BA lead officer: Director of Operations</p>	Gives collective voice greater than sum of constituent members, such as access to senior DEFRA officials and chance to influence policy and regulations.	Ongoing	BA contribution £3,400 in 2020/21	Represent issues for Broads navigation
<p>BROADLAND CATCHMENT PARTNERSHIP</p> <p>Purpose: Steers a catchment approach to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.</p> <p>Partners: BA, Norfolk Rivers Trust, Environment Agency, Natural England, Water Management Alliance, Anglian Water, Essex & Suffolk Water,</p>	Supports catchment-wide project planning and delivery. Partner activities can be co-ordinated to achieve greater impact with collective ability to meet catchment water management challenges.	Ongoing	BA contribution approximately £17k p.a. in officer time	Coordinate partnership

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
<p>NFU, RSPB, Country Land & Business Association, Norfolk Farming & Wildlife Advisory Group</p> <p>BA lead officer: Catchment and Farming Officer</p>				
<p>BROADLAND FUTURES INITIATIVE</p> <p>Purpose: To develop the future management of flood risk in the Broads area.</p> <p>Partners: BA, Environment Agency, Natural England, NFU, RSPB, Norfolk County Council, Suffolk County Council, Water Management Alliance, Coastal Partnership East</p> <p>BA lead officer: Director of Strategic Services</p> <p>BA members: Matthew Bradbury (Matthew Shardlow as reserve) on Elected Members' Forum</p>	<p>Coordination of partner activities to achieve greater impact, with collective ability to meet flood risk management challenges.</p>	<p>Ongoing</p>	<p>Small financial contribution each year to facilitate meetings.</p>	<p>Chair partnership meetings, provide comms support, review technical information and provide data and guidance.</p>
<p>BROADS BEAT</p> <p>Purpose: Dedicated Police presence for the Broads alongside BA patrols to ensure safety and security on the Broads.</p> <p>Partners: Norfolk Constabulary (lead partner), BA, Environment Agency</p> <p>BA lead officer: Head of Ranger Services</p>	<p>Operational benefits to BA Rangers through practical day-to-day liaison with local Police.</p>	<p>Ongoing</p>	<p>Primarily financed by Norfolk Constabulary. Additional funding discretionary for all other sponsors. BA contribution £2,500 p.a. (2019/20*) plus officer time to assist Broads Beat patrols.</p>	<p>Provide Ranger assistance to Broads Beat patrols.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
			(*not charged 2020/21)	
<p>BROADS BIODIVERSITY PARTNERSHIP</p> <p>Purpose: To steer biodiversity delivery to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.</p> <p>Partners: BA, Norfolk Rivers Trust, Environment Agency, Natural England, Water Management Alliance, Anglian Water, Essex & Suffolk Water, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Coast AONB, Norfolk Wildlife Trust, Suffolk Wildlife Trust, Butterfly Conservation, Dragonfly Society, Norfolk Flora Group</p> <p>BA lead officer: Environment Policy Adviser</p>	<p>Supports nature recovery project planning and delivery. Partner activities can be co-ordinated to achieve greater impact, with collective ability to meet nature recovery challenges. Joint ownership and updating of Broads Biodiversity and Water Strategy and Action Plan.</p>	<p>Ongoing</p>	<p>Small financial contribution each year to facilitate meetings. Officer time (chairing meeting, updating BBW Strategy and Action Plan)</p>	<p>Review annual action plan.</p> <p>Hold partnership meetings every 3-4 months.</p>
<p>BROADS LANDSCAPE PARTNERSHIP</p> <p>Purpose: To deliver the Water, Mills and Marshes Landscape Partnership Scheme.</p> <p>Partners: BA, Broads Society, Broads Tourism, City College Norwich, Easton and Otley College, Farm Conservation Limited, Great Yarmouth Preservation Trust, New Anglia LEP, Natural England, Norfolk County Council, Norfolk</p>	<p>In return for proportionately small BA contribution, the area receives significant funding to make a real impact. The multi-partner, multi-project programme benefits local communities and area's</p>	<p>To 31 Dec 2022</p>	<p>Total budget of £2.6m funded by National Heritage Lottery Fund, with additional income of £525k to be funded by third parties.</p>	<p>Administer partnership through Project Manager.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
<p>Windmills Trust, RSPB, Voluntary Norfolk, WLMA, Workers' Educational Association</p> <p>BA lead officer: Director of Operations</p>	<p>local natural, cultural and social heritage.</p>		<p>BA contribution is £300k from 2015/16-2020/21.</p>	
<p>BROADS TOURISM (Visit the Broads)</p> <p>Purpose: To develop and promote a high quality and environmentally-friendly tourism industry in the Broads, fulfilling the BA's second statutory purpose and the duty to foster the economic and social well-being of those who live and work in the Broads.</p> <p>Partners: Local tourism businesses and promoters, BA</p> <p>BA lead officer: Head of Communications</p> <p>BA members: Paul Hayden</p>	<p>Supports coordinated approach to working with tourism businesses and promoters to encourage and manage common messages and sustainable tourism in the Broads.</p>	<p>Ongoing</p>	<p>BA provides in-kind administrative support to Broads Tourism board, as well as occasionally producing publications and attending shows or other promotional events.</p>	<p>Provide admin support for meetings and comms support as required.</p> <p>Attend Board meetings in advisory capacity, manage website and Broads National Park social media accounts, work with DMOs, provide support to promote area to visitors.</p>
<p>CANAPE</p> <p>Purpose: Creating a new approach to peatland ecosystems (EU Interreg North Sea Region project).</p> <p>Partners: BA (lead partner), VHL University of Applied Sciences (NL), Waterschap Hunze En Aas</p>	<p>Project falls within overarching purpose of creating a sustainable North Sea Region, protecting against climate change and preserving the environment.</p>	<p>To March 2023 (extension agreed by partnership, still to be formally endorsed as</p>	<p>BA to receive c.€729,508 EU grant benefit from project budget of €1.459m.</p> <p>In 2020/21 project funded from existing CANAPE</p>	<p>Hold steering group meeting twice a year.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
<p>(NL), Naturstyrelsen (DK), Natuurpunt Beheer VZW (BE), Landkries Diepholz (DE)</p> <p>BA lead officer: Director of Strategic Services</p>	<p>Funding makes significant difference to BA's ability to sustain the natural environment, ecosystems and landscape in the Hickling Broad area.</p>	<p>part of project modification)</p>	<p>reserve with no additional contribution. Officer time and equipment provided as required match funding.</p>	
<p>ELECTRIFYING THE BROADS</p> <p>Purpose: To carry out a feasibility study into the infrastructure requirements for fully electric hire cruisers to operate on the Broad.</p> <p>Partners: BA, Ren Energy Ltd, Norfolk Broad Direct Ltd, Net-Zero East, Hethal Innovation</p> <p>BA lead officer: John Packman</p>	<p>Bringing expertise and stakeholders together to develop solutions to facilitate greener boating.</p>	<p>To 31 March 2022. May bid for extra funding if feasibility study shows potential for prototyping and roll out.</p>	<p>Project funded by Department for Transport through UK Research & Innovation (UKRI). BA match funding is in staff time.</p>	<p>Carry out mapping, provide policy context and planning information.</p>
<p>EXPERIENCE</p> <p>Purpose: EU Interreg project to develop and promote 'experiential tourism' to extend the visitor season and attract new visitors.</p> <p>Partners: Norfolk County Council (lead partner), 14 partners in France and UK (Norfolk, Kent, Cornwall, Pas-de-Calais, Compiègne, Brittany)</p> <p>BA lead officer: Head of Communications</p>	<p>Develops English National Park Experience Collection projects locally, supported by local accommodation providers. Immersive experiences tell the story of our unique landscapes, the people who live there and their history and culture.</p>	<p>Bid successful in July 2019, cooperation agreement with NCC signed in Sept 2020.</p>	<p>Overall value is €23.3m. BA budget is £254k over life of project, with £167k from EU.</p>	<p>Hold quarterly steering group meetings.</p> <p>Oversee and manage three projects: Broad Experiences, Broad National Park display at Norwich Forum</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
		Project to run to March 2023.		and Broads National Park signage.
<p>FARMING IN PROTECTED LANDSCAPES</p> <p>Purpose: The programme, developed by Defra, and delivered locally through the Broads Authority and Norfolk Coast AONB, supports farmers and land managers in carrying out projects that support the natural environment, mitigate the impacts of climate change, provide public access opportunities or support nature-friendly, sustainable farm businesses.</p> <p>Partners: Norfolk Coast AONB.</p> <p>The Local Assessment Panel includes representatives of the farming and land-owning community, environmental NGOs, the Broads Authority, the Norfolk Coast Partnership and Natural England.</p>	The funding will pay for projects, on one landholding or across a number of holdings, which provide direct benefits to the Broads.	Applications for the first year of funding should be made between 1 July 2021 and 31 January 2022 (year 1). The funding has not yet been guaranteed by DEFRA for year 2 and year 3.	Overall value for 2021/22 allocation is £280,661 for the Broads. Land Management Board will act as FiPL grant decision making board with specific Terms of Reference	Comply with the National Framework. Hold regular Local Assessment Panels. Report monthly to DEFRA.

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
BA lead officer: Catchment and Farming Officer				
<p>GENERATION GREEN PROJECT</p> <p>Purpose: DEFRA GRCF project to reconnect young people with the natural environment and protected landscapes. The BA will deliver hands on engagement, volunteering and training opportunities to local schools, youth groups and visiting residential groups to raise involvement with and awareness of the Broads.</p> <p>Partners: Access Unlimited Coalition comprising YHA, FSC, Outward Bound Trust, Scouts, Girlguiding, English NPA.</p> <p>BA lead officer: Education Officer</p>	<p>Supports 25-year Environment Plan to sustain and build capacity in the sector.</p> <p>First step in Government support for Landscapes Review recommendation that every child should spend a night under the stars in a National Landscape.</p>	<p>March 2020 to 31 March 2022</p>	<p>Overall budget is £2.5m; BA budget is £50,716</p>	<p>ENP Project Officer to hold monthly meetings with Access Unlimited Coalition partners; BA to feed back to ENP Generation Green Project manager on monthly basis.</p>
<p>NATIONAL PARKS ENGLAND</p> <p>Purpose: Association of the authorities that look after the 10 National Parks in England.</p> <p>Partners: English National Park Authorities and BA</p> <p>BA lead officer: Chief Executive sits on NPE Chief Executive’s Group.</p> <p>BA members: BA Chair sits on NPE Chairs’ Group</p>	<p>Provides a collective voice for English National Parks to coordinate interaction with the Government, develop policy positions and work with other agencies. Raises the national and international profile of the National Parks family.</p>	<p>Ongoing</p>	<p>BA contribution is £21,300 in 2021/22</p>	<p>None</p>
<p>NATIONAL PARKS PARTNERSHIP</p>	<p>Brings in additional funding, corporate</p>	<p>Ongoing</p>	<p>BA contribution is £8,500 in 2021/22</p>	<p>None</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
<p>Purpose: Limited Liability Partnership (LLP) set up to pursue engagement of the UK National Parks family with the corporate sector.</p> <p>Partners: UK National Park Authorities and BA</p> <p>BA lead officer: Chief Executive</p>	<p>support and a raised profile to the Broads as a member of the National Parks family.</p>			
<p>NATIONAL PARKS UK COMMUNICATIONS TEAM</p> <p>Purpose: National promotion and branding of UK National Parks and BA</p> <p>Partners: UK National Park Authorities, National Park Partnerships and BA</p> <p>BA lead officer: Head of Communications</p>	<p>Raises the profile of National Parks with the public through a jointly funded Communications Team, based with the Broads Authority.</p>	<p>Until 2022/23</p>	<p>Funding from 15 UK National Parks and from National Parks Partnerships. BA contribution in 2021/22 is £6,073. This replaces NPUK subscription; BA also employs two officers as benefit in kind.</p>	<p>Keep Chairs and Chief Executives informed of progress; host and line manage team; lead on strategic planning for team activity through Heads of Comms Steering Group.</p>
<p>NORFOLK AND SUFFOLK BROADS CHARITABLE TRUST ('The Broads Trust')</p> <p>Purpose: Fundraising charity to stimulate and support sustainable and high qualities projects in the Broads with clear public and community benefits.</p> <p>Partners: Trustees</p> <p>BA lead officer: Director of Strategic Services</p>	<p>The Trust manages the 'Love the Broads' visitor giving scheme and promotes sustainable improvements to benefit the Broads.</p>	<p>Ongoing</p>	<p>Fundraising charity; in kind support from BA officers</p>	<p>Provide officer support, particularly in respect of bidding for external funding.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
BA members: Paul Hayden, Simon Roberts				
<p>RIVER WENSUM STRATEGY PARTNERSHIP</p> <p>Purpose: To promote the regeneration and management of the River Wensum in Norwich</p> <p>Partners: Norwich City Council, Norfolk County Council, Environment Agency, Norwich HEART, Norwich Society, BA</p> <p>BA lead officer: Director of Strategic Services. Delivery Board attended by Waterways & Recreation Officer.</p>	Coordinated management of River Wensum. Opens up opportunities for funding and supports partnership working on cross-party issues such as access/mooring improvements and dealing with anti-social behaviour and abandoned vessels.	Strategy adopted by BA in July 2018; action plan to end 2022.	Project delivery underway; further funding needed for future activity. Anticipated that significant part of any project cost will be raised from external funding applications or CIL.	Support delivery of action plan.
<p>UK NATIONAL PARKS CHARITY FOUNDATION</p> <p>Purpose: To provide a vehicle for charitable giving by the corporate sector.</p> <p>Partners: UK National Park Authorities and BA, though not all have yet committed to membership.</p> <p>BA lead officer: Chief Executive</p>	National charity established in response to experience of National Park Partnerships in engaging with the corporate sector, which showed that some companies would like to contribute to National Parks but can only do so to a registered charity.	Ongoing	No assets as yet.	None.
<p>TROWSE RAIL BRIDGE WORKING GROUP</p> <p>Purpose: To promote the need for investment in and improvements to this low level rail bridge</p>	Forum for BA to promote navigational needs within Norwich city boundary,	Ongoing	No financial contribution from BA	Raise profile of navigation interests and support wider

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration of partnership	Financial arrangements	BA tasks
<p>spanning the River Wensum. Investment will have to consider the demands of navigation, rail transport and the development of east Norwich.</p> <p>Partners: Norfolk County Council, Norwich City Council, Local Enterprise Council, Network Rail and Greater Anglia (Abelio)</p> <p>BA lead officer: Director of Operations</p>	<p>and to contribute to strategic planning for future development in east Norwich and in other swing bridges in the Broads.</p>			<p>development of east Norwich.</p>
<p>WATER RESOURCES EAST</p> <p>Purpose: To safeguard a sustainable supply of water for the East of England, resilient to future challenges and enabling the area’s communities, environment and economy to reach their full potential.</p> <p>Partners: Anglian Water, Essex & Suffolk Water, Cambridge Water Company, Severn Trent Water, Affinity Water, County Councils, NFU, BA. Other organisations may join in.</p> <p>BA lead officer: Director of Strategic Services</p>	<p>WRE’s mission is “To work in partnership to safeguard a sustainable supply of water for the East of England, resilient to future challenges and enabling the area’s communities, environment and economy to reach their full potential.” It is a Company Limited by Guarantee pioneering a collaborative approach to water resources planning.</p>	<p>BA joined WRE Board in Sept 2019; WRE in place to production of Regional Plan in Sept 2023.</p>	<p>BA contribution is £7,500 for 2020/21</p>	<p>Take part in WRE board meetings and workshops.</p>

Recently ended partnerships

Details of partnership agreement	Benefits to the BA	Details of partnership closure
<p>BROADS TEST & TRIAL OF ENVIRONMENTAL LAND MANAGEMENT SCHEME</p> <p>Purpose: To gain feedback from farmers and land managers on elements to build into the ELM scheme post-Brexit agriculture support system, based around paying for achieving public goods (storing water, carbon and biodiversity)</p> <p>Partners: Steering Group of 9 land management organisations and 6 farmers and reed and sedge cutters including BA, Natural England, Water Management Alliance, NFU, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Wildlife Trust, Suffolk Wildlife Trust</p> <p>BA lead officer: Environment Policy Advisor</p>	<p>Influencing and informing development of ELM scheme. Interaction with 300+ Broads farmers. Developing local priorities to inform Broads scheme approach, collaboration and governance. Outputs include Broads Tier Structure, locally derived payment rates to sustain public benefits over Broads landscape, defining local collaboration topics and creating mechanisms and priorities for local delivery board</p>	<p>Ended August 2021.</p> <p>Land Management Board now involved in Farming in Protected Landscapes partnership.</p>

Register updated: (ARC 21/9/21) November 2021

Next update due: November 2022

Contact officer: Head of Governance