

Feedback from Member Annual Reviews
Report by Chair

Summary: This report considers the feedback from the Annual Member Reviews.

Recommendations:

Members are invited to discuss the summary of the feedback from the member reviews;

and it is proposed that:

1. a more limited number of workshops/site visits a year be agreed, to include the annual site visit; two strategy development/training type events, the site visit for the Navigation Committee. (Note: Two specific training sessions for Members of the Planning Committee are held per annum in addition to the Design Tour);
 2. days are set aside for these informal events/workshops at the same time as the annual calendar of formal meetings is agreed;
 3. informal reference groups drawn from Members with appropriate expertise are used to work with Officers on short term projects related to the Authority's Strategic Priorities;
 4. the induction process for new Members be reviewed and any weaknesses addressed;
 5. to enable local authority Members to play a greater role in formulating strategy and policy, substantive presentations on each of the Authority's strategic priorities for 2017-18 be embedded in the agendas of the Broads Authority meetings at a rate of one per meeting;
- and to note that:
6. Officers are preparing a training session for Members of the Planning Committee on appeals for October (which will be open for other Members to attend if they wish).

1. Introduction

- 1.1 The Authority is required to carry out an annual appraisal of each Member appointed by the Secretary of State, which is sent to Defra in May. There is no equivalent process in place for councillors appointed by the constituent local authorities. However, for a number of years, all Members of the Authority have been encouraged to take part in a focused one-to-one discussion with either the Chairman or Vice-Chairman of the Authority, or with the Chairman of the Navigation Committee. In January 2016, the Authority decided to include co-opted Members of the Navigation Committee in the annual review.

The aims of the annual review process are:

- a) To encourage critical reflection by each Member on their personal performance as a Member of the Authority or its Navigation Committee in relation to the performance of the Authority and its Committees and forums over the last 12 months.
- b) To develop plans/actions to strengthen the contribution each Member will make to the achievement of their personal goals and the collective goals of the Authority over the next 12 months.
- c) To provide information/evidence to allow a useful summary of Member performance for the ten Secretary of State Members to be sent to DEFRA.

1.2 The questionnaire used for the 2015-16 review was further refined (see Appendix 1) and then emailed to all 21 Members of the Broads Authority and seven then current co-opted Members appointed to the Navigation Committee. Interviews were offered with the Chairman, Vice-Chairman or Acting Chairman of the Navigation Committee and these were held in February-March 2017.

1.3 In total 96% of Members and co-opted Members (hereafter 'Members') took part. Questionnaires were returned promptly and discussions, lasting between 45-90 minutes were frank and informative. Written feedback on each interview was provided by the interviewer and agreed with each Member before sign-off. The analysis and recommendations contained in this report are based entirely on material gathered through this year's reviews and I am grateful for the commitment shown by everyone to ensure the process was worthwhile.

2. Attendance at Meetings and Workshops

2.1 Section A of the form summarises recorded information on each individual's membership of Committees, representation on external bodies and attendance at workshops and training events. One Member of the Authority has been away on extended sick leave and so information has been collated for 25 of the 26 Members and Co-opted Members of the Authority.

2.2 The programme of meetings in 2016-17 included formal Committees, informal training events/site visits and strategic policy workshops.

2.3 Attendance at formal Committee meetings of the Authority has been high, exceeding the DEFRA target for Members to attend a minimum of 75% of meetings and for 75% of the Committee to be present at each meeting. As the figures in Table 1 show, Members are achieving a nearly 90% turnout in every case which is a very positive sign of the seriousness and commitment with which all Members are taking their responsibilities.

Table 1 Attendance at Meetings (from the AGM 2016 to end of March 2017)

Formal Committee	Meetings per year	Size of committee	% attendance	Assessment of effectiveness <i>(Scored from 1=not effective to 5+ completely effective) - mean score</i>
Broads Authority	5	21	86%	3.7
Planning Committee	11	9	88%	3.8
Navigation Committee	4	13	89%	3.7
Financial Scrutiny Audit Committee	2	5	87%	[not asked]

- 2.4 A decision was taken following the 2015 Members Annual Review report (13 May 2016, item 16) to increase the number of informal workshops and site visits. Members had commented on the value of such events as opportunities for individuals to become more fully engaged in the work of the Authority through customised training, to be able to contribute to strategic policy development at an earlier stage, to deepen Members knowledge and understanding of the Broads ecology, landscape and communities, area, and to strengthen working relationships between Members, and between Members and Officers.
- 2.5 The programme of informal events run in 2016-17 is shown in Table 2 below.
- 2.6 Comparing tables 1 and 2, two points stand out. Firstly, there are wider variations in attendance/participation in the informal events. Training linked specifically to the work of individual committees was well attended: for example, all Members of Planning Committee attended training on the legal framework and the provisions of the new Housing and Planning Act 2016; 75% of FSAC attended CIPFA audit/governance training.
- 2.7 Secondly, numbers attending other events fluctuated quite widely ranging from a disappointing 44% attendance at the second tolls workshop to 64% for the Navigation Committee site visit to Hickling Broad, training on the requirements of the Authority's new Code of Conduct, and the major event for stakeholders, hosted by the Broads Forum, to receive and discuss the findings of a strategic research report on the medium and long-term implications of climate change and flood risk management.

Table 2 Attendance at informal events

Training Events	Date	All members /specific committee attendance	% attendance	% Categories of members attending event	Assessment of effectiveness <i>(Scored from 1=not effective to 5+ completely effective) - mean score</i>
Hickling visit	02.06.16	NC [n=13]	62%	SoS= 60% Co-opt = 62%	4.7
BA Members Annual Site Visit to How Hill	21.07.16	All [n=25]	56%	SoS+ = 72% Cllrs = 44% Coopt = 25%	4.8
Planning Legal Framework H&P Act	14.10.16	PC [n=9]	100%	SoS= 100% Cllrs = 100%	4.4
CIPFA Training for FSAC (external provider)	02.11.16	FSAC [n=4]	75%	n/applicable	3.0
Code of Conduct and Safety Management Code	20.01.17	All [n=25]	64%	SoS + = 72% Cllrs = 67% Co-opt = 25%	4.0
Strategic /policy events					
Tolls workshop	21.04.16	All [n=25]	52%	SoS+=64% Cllrs = 33% Co-op= 38%	3.5*
Tolls workshop	13.06.16	All [n=25]	44%	SoS+= 64% Cllrs = 0% Co-opt=50%	3.8
High Level Flood Management	03.11.16	All [n=25]	64%	SoS+=64% Cllrs= 56% Co-opt= 50%	4.2
Budget and business plan development priorities	08.12.16	BA Members [n=20]	50%	SoS+=64% Cllrs= 33%	3.9

- 2.8 A break-down of the categories of Members attending informal events in 2016-17 shows a consistent attendance of between 60-74% of Members appointed by the Secretary of State or by the Navigation Committee. As Table 2, col 4 shows, there was more variability in the levels of attendance by appointed councillors, ranging to none at the second tolls workshop held on 13 June 2016 to approximately one third

of councillors at the workshop which agreed the strategic priorities for the Budget and Business Plan Development, and the first Tolls Workshop.

- 2.9 It is apparent from the last column of Tables 1 and 2 that average scores for the perceived effectiveness of formal committees, workshops and informal events are higher for the latter. Comments from the 1:1 interviews highlight the benefits individuals perceive from having opportunities to use their expertise in informal settings where debate and discussion is less constrained than it can be in a formal committee; where Members can see the work being carried out by staff on the ground; and where it is possible to strengthen working relationships between Members, and between Members and Officers.

3. High points for individual Members and for the Authority.

- 3.1 Members referred to many different events and activities which they regarded as high points, illustrating the volume and diversity of work completed by Authority staff during the year. Some were events where an individual felt they had made a real difference in helping the Officers make progress in resolving contentious local issues such as maintenance of the Wherryman's Way along the River Chet, responsibilities for the removal of waste from boats, and the future provision of moorings at Thurne Mouth. The reinvigoration of Broads Tourism was regarded as a high point in the year with expectations that this area of the Authority's activities will continue to grow strongly in 2017-18. Other notable events for individual Members included opportunities to represent the Broads Authority at public events such as the public consultations for the Broads Plan, the EDP Tourism Awards ceremony, and meeting the Authority's volunteers.
- 3.2 Several complimentary comments were made about the quality of work being done by the Planning Committee and the Authority's planning Officers, including the Heritage Asset Review Group's monitoring of 'buildings at risk', and the excellent work which has gone into the preparation of *Water, Mills and Marshes* Stage 2 bid to the Heritage Lottery Fund.
- 3.3 Ranked by the number of Members who referred to the event, the top high points of 2016-17:
1. **Tolls Review Group and implementation of new navigation charging structure.** (10 Members).
 2. **Branding the Broads Executive area as the Broads National Park / successful conclusion from the Judicial Review.** (6 Members).
 3. **Hickling Broad Partnership Project and Navigation Committee site visit to Hickling** (6 Members).
 4. **Annual Site visit – to How Hill, River Ant and Barton Broad.** (5 Members).
 5. **Hosting the Broads Village at the Norfolk Show.** (3 Members).
- 3.4 Other events mentioned included:
- **Environment and landscape:** The Broads Landscape Partnership (3). High Level Flood Risk Management Evening (3); strategy for Wherryman's Way/River Chet (2).

- **Planning:** new Broads Plan; meetings of HARG; Reduction in the number of buildings at risk; Good progress in scanning mills; well chaired meetings with very thorough reports.
- **Navigation;** moving to resolution of boat waste issues; hope to resolve Thurne Mouth moorings issue; good well- resourced and well-chaired Navigation Committee meetings (3 Members)
- **Governance:** excellent standard of reports; Broads Authority meetings; GNDP and Duty to Cooperate meetings; Annual Financial Statement on time; good interactions with staff; welcome decision to record meetings.
- **Community /volunteering:** attending Volunteer Celebration Day; helping Broads Charitable Trust to grow; launch of the *Access for All* video.
- **External/National Park activities:** attending International Canals Conference; RSPB Wallasea Island site visit; attending NPUK AGM Dinner and meeting Members/CEOs from National Park Authorities across the UK; success of National Park Partnerships; receiving EDP Tourism Award on behalf of Authority.

4 Low points for individual Members and for the Authority.

- 4.1 During 2016-17 some of the difficult issues raised in last year's Annual Review have been resolved. A successful outcome to the Judicial Review was achieved in November 2016; difficulties with Jenner's Basin dragged on throughout the year but with significantly less public and social media comment to a final resolution in April 2017; and the appointment of the new Solicitor and Monitoring Officer in 2016 has led to the drawing up and acceptance of a new Code of Conduct for Members which was also the subject of one of the 2 best attended training sessions during the year.
- 4.2 However, concerns have been expressed in more than two-thirds of written responses and in all the 1:1 interviews that working relationships between Members, between certain Members and the Officers, and between the Authority and some of the constituent local authorities, have deteriorated over the last year. Members will be familiar with these matters and it is not proposed to go into any more detail here other than to inform Members that the Annual Individual Performance Reviews for senior staff have also identified similar issues: Member issues have also caused stress to staff and wasted resources.
- 4.3 The Authority has responded by agreeing unanimously at its March 2017 meeting to commission an independent peer review of governance to be conducted, with LGA support in October 2017. Views about governance will be dealt with in section 6 below.
- 4.4 Other low points were linked to navigation issues. Four individuals were critical of aspects of the Tolls Review process: there was concern that stakeholders were not brought into the process early enough, that the expert knowledge of individual Members could have been used more effectively, and that the outcome in relation to passenger boat tolls should have been considered more critically by Navigation Committee before recommending approval.
- 4.5 The length of time taken by the Authority and its partner local authorities to find a workable solution to the problem of collection/disposal of waste from boats was

raised by three individuals, as was difficulty of supplying more mooring berths, especially in the heavily used areas of the Northern Broads.

5. The year ahead, 2017-18.

5.1 The Authority's Strategic Priorities for 2017-18 as agreed at the Authority meeting (27.01.17, item 10) are as follows:

- **Integrated flood risk management**, securing support for medium-long term strategies.
- **Catchment management**, with particular reference to farmers and developing new agri-environment arrangements.
- **Broads Landscape Partnership Scheme**, HLF second stage to be submitted in May 2017.
- **Hickling Broad Enhancement Project**, with decision on Interreg (CANAPE) project expected June 2017.
- **External Funding**, develop a medium-term strategy for external funding and commercial activities.
- **Marketing, promotion and media relations**, to raise profile, awareness and reputation of the Broads Authority.
- **Peer Review** was added at the March meeting.

5.2 Members were invited to contribute to the forward planning of the Authority's work by offering specific skills and interests which they felt could be made better use of by the Authority; and what additional training/events would they like to help improve their knowledge and understanding of any aspect of the strategic priorities.

5.3 There were offers of support for Officers from individual Members in areas such as catchment management, dredging technology, agri-environment schemes, marketing and promotion, and a number of the councillors and co-opted Members of Navigation Committee commented on their willingness to work to improve communication between their local communities and the Authority. These are welcomed by Officers and will be taken forward.

5.4 In terms of training and Member development, one theme to emerge from the 1:1 interviews was the patchy and somewhat ad hoc nature of the Authority's current induction processes for new Members. It was felt that the role and responsibilities of the Authority and its Members in looking after the Broads National Park could be better explained, particularly in relation to the similarities and differences between the Authority as a member of the National Park family and the local authorities. Some Members would welcome more information and knowledge about the work of the other National Parks in the UK; others would like to see more discussion about how the work of the Authority meshes with the plans and programmes of the local authorities (as picked up in the governance section below).

5.5 In terms of specific training, three people would like to have additional training on the Authority's finance and accounting procedures, and Members of the Planning Committee would like a training session to focus on and review the appeals

process, particularly as it relates to the Broads Authority's national park purposes.

- 5.6 Individual Members would also welcome opportunities to learn more as the strategic priorities and partnerships develop this year. Some would like to strengthen this by having a theme/invited presentation (which may be an external speaker) given at a regular slot in the Authority's formal agenda addressing each of the 6 strategic themes as they develop over 2017-18. Given the near 90% attendance at Authority meetings, this would be an excellent mechanism for sharing knowledge across the whole Authority.
- 5.7 There is widespread support for continuation of the Annual Site visit, and Navigation Committee Members appreciated the replacement of one of its committee meetings with the site visit to Hickling.

6. Governance Arrangements

- 6.1 During February-March 2017, while the annual reviews were being carried out, the FSAC gave consideration to a proposal that it recommend to the Authority that a peer review of the governance of the Authority be undertaken. The paper was taken to the Authority meeting in March and passed unanimously.
- 6.2 Section C2 of the questionnaire asked the following question. At the Authority meeting on 27th January, the majority of Members voted for the following motion: *We ask that the Finance Scrutiny and Audit Committee considers the need, scope and terms of reference for a peer review involving the National Park Authorities and independent experts into the governance arrangements of the Broads Authority and how they can be modernised.* What are your views about the current governance arrangements of the Broads Authority?
- 6.3 Views expressed in Section C2 of the questionnaire were explored further in the 1:1 interviews. With approval of Members, these views will be shared with the Peer Review team in October. In summary, there was widespread support for a peer review process to examine the current governance arrangements of the Authority, although some Members questioned the necessity for a major review. There was concern it would deflect Officers from important areas of business, and would require resources that would be better expended in progressing the Authority's work programme. Others commented they felt there was insufficient evidence of need to justify a peer review, and that any tensions between different categories of Members could be resolved through negotiation.
- 6.4 Several strands of argument were used to justify the expenditure of resources on commissioning the Review. A small number of Members commented that restructuring, following the 40% cut to the National Park Grant in 2012, had reduced the number of staff employed by the Authority but that the governance structure of the Authority itself remained unchanged. This was felt to merit scrutiny by the Peer Review team. The views of the majority of Members supporting the Peer Review reflected concerns that an unhelpful schism seemed to be emerging between the Authority's Secretary of State Members appointed by the DEFRA Minister and local councilors appointed to the Broads Authority by the Leaders of their District or County Council. There are differences between the ways in which the two categories of Members are chosen; the terms of service on the Authority are different; and there are differences between individuals' understanding of their role

and responsibilities as a Broads Authority Member. There was also a view that the existing relationships between the Authority (a non-political public authority) and the eight constituent local authorities where the majority political party in overall control is responsible for appointing councillors to the Authority should be addressed as part of the peer review.

- 6.5 As with all the authorities in the National Park family in England, the terms of appointment for appointed councillors and Secretary of State Members are different. Appointed councillors, subject to the four year electoral cycle, are appointed/re-appointed to the Authority on an annual basis without a time limit for service. Secretary of State Members are appointed by national government for a maximum of two four year terms, subject to satisfactory annual performance reviews. All Members of the Authority are volunteers, balancing BA demands with their other professional/personal responsibilities.
- 6.6 Concern was expressed that some councillors were perhaps not as fully involved in developing the Authority's strategy as they should be, having insufficient input into the papers which come to the full Authority and that 'Member-only' meetings would help forge a stronger bond between the different categories of Authority Members. The counter argument put was that this important work is done in the informal seminars, workshops and site visits such that formal papers to the full Authority represent the final stage of determination of strategy and policy; and that Member cohesion is built through participation in these events.
- 6.7 It became clear from the 1:1 interviews that councillors' flexibility to attend Authority training and informal workshops is strongly constrained by their council responsibilities and ward/parish business. Making space in diaries for informal Authority events is even more challenging for those individuals who also hold seats on either Norfolk or Suffolk County Council. When shown the summary attendance figures, councillors commented that the Authority's committees' dates are set for the year ahead and can therefore be planned into their annual schedules. This goes some way to explaining the consistently high levels of attendance at formal meetings and the much more variable attendance at other kinds of events. There was a clear view that greater participation might be encouraged if the need for additional events was fully justified and that **all** the dates required for Authority activities could be scheduled annually in advance. Some councillors expressed a strong interest in becoming more closely involved in the strategic work of the Authority – the challenge is to find an appropriate mechanism to enable this to happen.
- 6.8 Secretary of State Members took a different view, praising the range and quality of the informal workshops/seminars and site visits. The appointment of Secretary of State Members is determined by a nationally-run, competitive application process; individuals are appointed on the basis of the expertise they can bring to the Broads Authority, and their knowledge and commitment to the UK's Protected Landscapes. Expectations are therefore high among the Secretary of State Members that they will be able to contribute effectively to the development of strategic programmes and policies, and this is a major motivation in attending workshops and informal training events. The work of the Tolls Review Group over 2015-16 bears out this point. The group met 10 times over 9 months, committing more than 260 hours per person to the process of offering the Authority a simpler and fairer system which was accepted and implemented in 2017.

- 6.9 The challenge now is to find other ways by which to harness the expertise and enthusiasm of all Members, if they are able to commit to additional work. In the 1:1 interviews, Members identified topics including governance, conservation activities, external funding, communications and promotion of the Broads National Park, and moorings where they felt they could contribute usefully to the development of policy. But there was little support for anything on the scale of TRG. Rather Members supported the idea of setting up more informal, small working groups of perhaps 3 or 4 Members, as required, who work closely with Officers and stakeholders on specific issues would be preferable.

7. Conclusions

- 7.1 The specific recommendations from this year's annual review are as follows:

1. a more limited number of workshops/site visits a year be agreed, to include the annual site visit; two strategy development/training type events, the site visit for the Navigation Committee. (Note: Two specific training sessions for Members of the Planning Committee are held per annum in addition to the Design Tour);
2. days are set aside for these informal events/workshops at the same time as the annual calendar of formal meetings is agreed;
3. informal reference groups drawn from Members with appropriate expertise are used to work with Officers on short term projects related to the Authority's Strategic Priorities;
4. the induction process for new Members be reviewed and any weaknesses addressed;
5. to enable local authority Members to play a greater role in formulating strategy and policy, substantive presentations on each of the Authority's strategic priorities for 2017-18 be embedded in the agendas of the Broads Authority meetings at a rate of one per meeting.

- 7.2 Other matters will be raised as the Authority prepares for the Peer Review which will take place in October 2017 (see item 18 on this agenda). I would like to thank everyone who took part in the annual review this year. It was a time-consuming process for us all but I am optimistic that the outcomes will both support the Peer Review process and help strengthen our governance as we move into the first year of implementation of the new Broads Plan.

Background paper: None

Author: Jacquie Burgess
Date of report: 29 June 2017

Broads Plan Objectives: None

Appendices: Appendix 1 Copy of Review Questionnaire

In Confidence

Broads Authority: Member Annual Review for April 2016 - March 2017

The Authority is required to send an annual appraisal of the performance of those Members appointed to the Authority by the Secretary of State to Defra. In recent years the local authority appointees have also taken part in the annual review process and their participation is encouraged. In 2016, the Authority agreed to extend the Annual Review to include the co-opted Members of Navigation Committee.

Purposes of the Annual Review

1. To encourage critical reflection by each member on their personal performance as a member of the Authority or its Navigation Committee in relation to the performance of the Authority and its committees and forums over the last 12 months.
2. To develop plans/actions to strengthen the contribution each member will make to the achievement of their personal goals and the collective goals of the Authority over the next 12 months.
3. To provide information/evidence to allow a useful summary of member performance for the ten Secretary of State members to be sent to DEFRA.

Arrangements for the 2017 Members' Annual Review

All full and co-opted Members are invited to review the personal information recorded in Section A for accuracy. All members and co-opted members should complete Sections B and C. Secretary of State members should also complete Section D which forms part of their annual report to DEFRA.

Jacquie Burgess, Peter Dixon and Nicky Talbot will be available for 1:1 interviews during the second half of February and early March. Meetings will be held in Yare House. Please use the doodle poll to book an appointment.

Please complete this form and send it to your reviewer a few days in advance of your meeting. *It will help the reviewers considerably if you complete the form electronically rather than by hand.*

After the meeting, the reviewer will draft an account of your discussion and return it to you for comment and agreement. Answers to question C2 will be summarized to support any review that follows the FSAC consideration of the motion passed at the January Broads Authority meeting.

The Chair of the Authority will prepare a paper for the May meeting of the Broads Authority which will draw together the key points and recommendations from the reviews. Individual forms will be retained with other confidential information for a period of five years.

Section A. Personal Information

Name						Member Tolls Review Group					
Appointing Body											
Date Joined											
Date Current Appointment Expires											
Committee Membership		BA		FSAC		PC		NC		BLAF	
Additional responsibilities		Chairman/ Vice-Chairman		Chairman/ Vice-Chairman		Chairman/ Vice-Chairman		Chairman/ Vice-Chairman		Member	
Attendance											
Representation on external bodies		BT	CNP	HHT	NPUK	NPP	NSBCT	NWT	UTWG	WCT	CCAP
Workshops /training events / site visits	Tolls Workshop 21/04/16 ALL Mbrs	Hickling Visit for NC members 02/06/16	Tolls Workshop with Stakeholders 13/06/16 ALL Mbrs	BA Mbrs Annual SV 21/07/16 ALL Mbrs	Planning legal Framework H&P Act 14/10/16 PC Mbs only	CIPFA training for FSAC Members only 02/11/16	High Level Flood Management 3/11/16 ALL Mrs	Budget and Business Plan Devel Priorities 8/12/16 BA Mbrs	Code of Conduct and Safety Management Code 20/01/2017 ALL Mbs		
Attendance											

Section B. Review of the last year (2016-17)

1. What have been the high points (events, activities, etc.) for ***you personally***, and for ***the Authority***, over the last year? Please explain why you have chosen these examples.

2. Similarly, what have been the low points for ***you personally***, and for ***the Authority***, over the last year? Please explain why you have chosen these examples.

3. Thinking about the Broads Authority's committees, forums, working groups and other events **in which you participated**, how effectively did they complete their business?

	Place ' x' in the appropriate column				
01.04.16 – 31.03.17	Not effective 1	2	3	4	Completely effective 5
Authority Meetings					
Planning Committee					
Planning Committee Site Visits					
Navigation Committee					
Broads Local Access Forum					
Tolls Workshop (21.04.16)					
Hickling Visit for Nav Com (02.06.16)					
Tolls Workshop with Stakeholders (13.06.16)					
BA Members Annual Site Visit to How Hill (21.07.16)					
Planning Legal Framework H&P Act (14.10.16)					

CIPFA Training for FSAC (02.11.16)					
High Level Flood Management (03.11.16)					
Budget and Business Plan Development Priorities (08.12.16)					
Code of Conduct and Safety Management Code (20.01.17)					

4. What reasons underpin your assessments in Question 3?

Section C. The year ahead 2017-2018

1. The Authority's Strategic Priorities for 2017-18 as agreed at the BA meeting (27.01.17, item 10) are as follows:
 - **Integrated flood risk management**, securing support for medium-long term strategies
 - **Catchment management**, with particular reference to farmers and developing new agri-environment arrangements
 - **Broads Landscape Partnership Scheme**, HLF second stage to be submitted in May 2017
 - **Hickling Broad Enhancement Project**, with decision on Interreg (CANAPE) project expected June 2017
 - **External Funding**, develop a medium-term strategy for external funding and commercial activities
 - **Marketing, promotion and media relations**, to raise profile, awareness and reputation of the Broads Authority

In the context of these strategic priorities,

1.2. Do you have interests and/or skills which you would like the Authority to make better use of in 2017-18?

1.3 What would you like the officers to do to help increase your knowledge, understanding and engagement with these 6 Strategic Priorities? Options could include targeted training sessions; member-officer workshops; site visits; invited

speakers. Please **be specific** as this will assist with planning the Member Development programme.

2. Governance Arrangements

At the BA meeting on 27th January, the majority of members voted for the following motion: *We ask that the Finance Scrutiny and Audit Committee considers the need, scope and terms of reference for a peer review involving the National Park Authorities and independent experts into the governance arrangements of the Broads Authority and how they can be modernised.*

What are your views about the current governance arrangements of the Broads Authority? Please **be specific** as this will help any review that follows the FSAC consideration of the motion passed at the January Broads Authority meeting.

Section D. For completion by Secretary of State Members.

Secretary of State Member's Objectives: <ol style="list-style-type: none"> 1. Meeting the Authority's three statutory purposes. 2. Meeting the priorities and objectives set within the Broads Plan 3. Effective contributions within committees and other working groups of the Authority 4. Making informed and balanced decisions 5. Showing initiative, developing policy direction and strategic thinking 6. Effective representation on Outside Bodies and engagement with other key stakeholders 7. Effective communication with other members and staff. <p>In meeting these Objectives, Members should:</p> <ol style="list-style-type: none"> 1. Constructively challenge and contribute to the development of strategy and objectives. 2. Scrutinise the performance of management in meeting agreed objectives and monitor the reporting of performance. 3. Satisfy themselves that financial information is accurate and that financial controls and systems of risk management are robust and defensible <p>In this section please provide a self-appraisal (maximum aggregates of 500 words) on how you have contributed towards meeting these objectives.</p>	
1. Meeting the Authority's three statutory purposes	
2. Meeting the priorities and objectives set within the Broads Plan	
3. Effective contributions within committees and other working groups of the Authority	
4. Making informed and balanced decisions	
5. Showing initiative, developing policy direction and strategic thinking	
6. Effective representation on Outside Bodies and engagement with other key stakeholders	
7. Effective communication with other members and staff	

Section D. Comments by the Reviewer

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Section E. Issues to be raised with Chief Executive /Other actions to be taken

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Date of Review Meeting:

Member's Signature:

Reviewer's Signature:
Chairman/ Vice-Chairman / Chairman Navigation Committee