

Audit and Risk Committee

19 November 2019

Agenda item number 12

Corporate Partnerships Register

Report by Head of Governance

Summary

The Broads Authority maintains a register of its key partnerships with external organisations. The Corporate Partnerships Register has been updated and is appended to this report.

Recommendation

To note the updated Corporate Partnerships Register in Appendix 1.

1. About our corporate partnerships

- 1.1. The Broads Authority works in partnership with a wide range of organisations to meet its statutory purposes and [strategic objectives](#) for the Broads.
- 1.2. These partnerships add value to our work by helping 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
 - 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
- 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 Corporate Partnerships Register lists details for each partnership including name and purpose, partners and responsible Authority officer, perceived benefits to the Authority, duration, financial arrangements and actions. Associated risks and mitigation measures are noted in our Corporate Risk Register or more operational level Directorate Risk Registers.

3.2. The Authority's Management Team reviews the Partnerships 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. The Management Team reviewed and updated the Register in October 2019. It considers that all partnerships are meeting their original aims and objectives, that

internal management and governance arrangements are adequate and appropriate, and that the partnerships continue to represent value for money.

- 3.4. Notable changes since the last review include new partnerships with the UK National Parks Communications Team, Water Resources East and EXPERIENCE, and the ending of partnerships with Tesco and Whitlingham Charitable Trust.
- 3.5. The updated Corporate Partnerships Register is at Appendix 1 to this report.

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Date of report: 17 October 2019

[Broads Plan](#) objectives: All

Appendix 1 – BA Corporate Partnerships Register (Oct 2019)

Appendix 1 - Corporate Partnerships Register (Oct 2019)

This Register shows the Broads Authority's corporate partnership arrangements with external organisations. Within each partnership, partners agree a formal structure or identifiable working process, contribute jointly to meeting objectives, share any risk in proportion to the benefits each receives, and share information and good practice. Any risks to the Authority associated with these partnerships are noted in our Corporate or Directorate Risk Registers.

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>ASSOCIATION OF INLAND NAVIGATION AUTHORITIES</p> <p>Purpose: To represent the collective views of navigation authorities to Government, regulators, other policy makers, funders and stakeholders. To provide 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>	<p>Gives a collective voice greater than the sum of its constituent members. For example, it gives access to senior DEFRA officials and a chance to influence policy and regulations.</p>	<p>Ongoing</p>	<p>BA contribution £3,369 in 2018/19</p>	<p>None</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>BROADLAND CATCHMENT PARTNERSHIP</p> <p>Purpose: To steer a catchment approach to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.</p> <p>Partners: Broads Authority, Norfolk Rivers Trust, Environment Agency, Natural England, Water Management Alliance, Anglian Water, Essex & Suffolk Water, NFU, RSPB, Country Land & Business Association, Norfolk Farming & Wildlife Advisory Group</p> <p>BA lead officer: Broadland Catchment Partnership Officer</p>	<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.</p>	Ongoing	BA contribution approximately £31,280 p.a. in officer time	None
<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: Broads Authority, Norfolk Constabulary, 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 the Police.</p>	Ongoing	Primarily financed by Norfolk Constabulary as lead partner. Additional funding is discretionary for all other sponsors. BA contribution £2,500 p.a. (2018/19) plus officer time to assist Broads Beat patrols.	None

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>BROADS LANDSCAPE PARTNERSHIP</p> <p>Purpose: To deliver the Water, Mills and Marshes Landscape Partnership Scheme.</p> <p>Partners: Broads Authority, 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 Windmills Trust, RSPB, Voluntary Norfolk, WLMA, Workers' Educational Association</p> <p>BA lead officer: Director of Operations</p>	<p>In return for a proportionately small BA contribution the area as a whole receives significant funding to make a real impact. The multi-partner, multi-project programme benefits local communities and the area's local natural, cultural and social heritage.</p>	<p>To 31 December 2022</p>	<p>Total project budget of £2.6m to be funded by National Heritage Lottery Fund, with additional income of £525k to be funded by third parties.</p> <p>BA contribution £200k from 2015/16 - 2018/19. Contribution in officer time planned to 2022.</p>	<p>None</p>
<p>BROADS TOURISM</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: Broads Authority, local tourism businesses and promoters</p> <p>BA lead officer: Head of Communications</p>	<p>Supports coordinated approach to working with tourism businesses and promoters to encourage and manage sustainable tourism in the Broads and common messages</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>None</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<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 (NL), Naturstyrelsen (DK), Natuurpunt Beheer VZW (BE), Landkries Diepholz (DE)</p> <p>BA lead officer: Director of Strategic Services</p>	<p>Project falls within overarching purpose of creating a sustainable North Sea Region, protecting against climate change and preserving the environment.</p> <p>Funding makes significant difference to BA's ability to sustain the natural environment, ecosystems and landscape in the Hickling Broad area.</p>	To June 2022	<p>BA to receive c. €729,508 EU grant benefit from project budget of €1.459m.</p> <p>BA cash financial contribution £60,000 in 2019/20, with further contributions until 2022. Officer time and equipment provided as required match funding.</p>	Prepare for no-deal Brexit scenario
<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 the 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, formal arrangements for project delivery awaited. Project to run to Mar 2023.</p>	<p>Overall value is €23.3m. BA budget is £254k over life of project, with £167k from EU.</p>	<p>Kick-off meeting expected to take place in Dec 2020</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>UK NATIONAL PARKS CHARITY FOUNDATION</p> <p>Purpose: Provide a vehicle for charitable giving by the corporate sector</p> <p>Partners: UK's National Park Authorities, though not all have committed to membership as yet.</p> <p>BA lead officer: Chief Executive</p>	<p>This national charity has been established in response to the Experience of National Park Partnerships in its engagement with the corporate sector which has shown that some companies would like to contribute to national parks but can only do so to a registered charity</p>	<p>The Charities Commission has approved the new charity. Next step is to set up a bank account.</p>	<p>No assets as yet.</p>	<p>Sir Peter Dixon has been appointed as a Trustee nominated by the Broads Authority.</p>
<p>NATIONAL PARKS ENGLAND</p> <p>Purpose: Association of the Authorities that look after the 10 National Parks in England</p> <p>Partners: The 9 National Park Authorities in England and the Broads Authority</p> <p>BA Lead Officer: Chief Executive. BA Chair sits on NPE Chairs' Group. BA Chief Executive sits on NPE Chief Executive's Group.</p>	<p>Provide collective voice for English National Parks to coordinate interaction with Government, develop policy positions and work with other agencies. Raises national and international profile of National Parks family.</p>	<p>Ongoing</p>	<p>BA contribution is £21,300 in 2019/20</p>	<p>None</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>NATIONAL PARKS PARTNERSHIP</p> <p>Purpose: Limited Liability Partnership (LLP) set up to pursue engagement of the UK National Parks family with the corporate sector</p> <p>Partners: The 14 National Park Authorities and the Broads Authority.</p> <p>BA lead officer: Chief Executive</p>	Brings in additional funding, corporate support and raised profile to Broads as member of National Parks Family	Ongoing	BA contribution is £10,000 in 2019/20	None
<p>NATIONAL PARKS UK</p> <p>Purpose: To deliver training and development and coordinate National Parks branding and corporate sponsorship</p> <p>Partners: The 14 UK National Park Authorities (9 in England, 3 in Wales and 2 in Scotland) and the Broads Authority</p> <p>BA lead officer: Chief Executive</p>	This is currently a Company Limited by Guarantee providing a vehicle for collaboration with the UK's National Park Authorities. The intention is to wind up the company and replace it with more distributed arrangements, such as that for communications	Ongoing	Present structure as a company limited by guarantee is under review	Winding up the Company

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>NATIONAL PARKS UK Communication Team</p> <p>Purpose: National promotion and branding of all 15 UK National Parks</p> <p>Partners: The UK National Park Authorities, National Park Partnerships and the Broads Authority</p> <p>BA lead officer: Head of Communications</p>	<p>Purpose of the partnership is to raise 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 National Parks and from National Parks Partnerships.</p> <p>BA contribution in 2019/20 is £10,108. This replaces the NPUK subscription. BA employs two members of staff.</p>	<p>Strategy and Action Plan to be presented to the UK Chairs on 27th November</p>
<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</p>	<p>Coordinated management of River Wensum. Opens up opportunities for funding. Supports partnership working on cross-party issues such as access and mooring, anti-social behaviour and abandoned vessels.</p>	<p>Strategy adopted by BA in July 2018. Action plan to end 2022. Delivery board to be set up by end 2019.</p>	<p>Project delivery underway. Further funding will be needed for future activity. Anticipated that significant part of any project cost will be raised from external funding applications or CIL.</p>	<p>Work with Norwich City Council and other partners to deliver the Strategy</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>WATER RESOURCES EAST (WRE)</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. 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 agreed to join WRE for 1 year from Sept 2019, with review to decide future arrangement</p>	<p>BA contribution is £15,000 for one year</p>	<p>Review BA's participation in WRE (Sept 2020)</p>
<p>WHITLINGHAM COUNTRY PARK (ending)</p> <p>Purpose: To secure the effective management of Whitlingham Country Park including the development of policies and provision of visitor services on site.</p> <p>Partners: Whitlingham Charitable Trust (WCT), BA</p> <p>BA lead officer: Director of Operations. BA Chief Executive is member of WCT and BA has up to four members on Board of Trustees.</p>	<p>Whitlingham Country Park is a gateway to the Broads and helps raise the profile of the Broads with the public, particularly people living in Norwich.</p>	<p>Subject to rolling 3-year Service Level Agreement. SLA ends on 31 March 2020 and will not be renewed.</p>	<p>WCT responsible for reimbursing costs of managing Park, incl. BA employee costs (principally Rangers). BA responsible for running costs of visitor centre and cafe.</p>	<p>Negotiate end of contract March 2020. Redeploy BA staff and services.</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>TESCO PARTNERSHIP (ended)</p> <p>Purpose: To support water sensitive farming partnership</p> <p>Partners: BA, Tesco plc, input by NFU and Natural England</p> <p>BA lead officer: Broadland Catchment Partnership Officer</p>	<p>Provides scope for education and intervention to reduce impact of nutrients entering Broads watercourse</p>	<p>One-year agreement to January 2018</p>	<p>BA received funding from Tesco to cover all costs of project. In return, BA designated a Catchment Officer.</p>	<p>n/a</p>
<p>TRINITIES PARTNERSHIP (ended)</p> <p>Purpose: To safeguard and enhance the Trinity Broads for wildlife and people through the delivery of improved water quality, biodiversity and public access.</p> <p>Partners: Essex & Suffolk Water (lead), BA, Environment Agency, Natural England, Norfolk Wildlife Trust</p> <p>BA lead officer: Environment Policy Adviser</p>	<p>Supports comprehensive and coordinated approach to managing specific area of the Broads</p>	<p>5 years in line with Trinity Broads Mgt Plan (not subject to formal written agreement)</p>	<p>Primarily financed by Essex & Suffolk Water with additional funding discretionary for all other partners, including BA.</p>	<p>n/a</p>

Register updated: October 2019

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