

Audit and Risk Committee

17 November 2020

Agenda item number 10

Corporate Partnerships Register – update (Nov 2020)

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.

Recommendation

To note the Corporate Partnerships Register (November 2020).

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 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 Corporate Partnerships Register details 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 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. Having reviewed the Register in October 2020, the Management Team 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. Changes since the last review include the addition of partnerships for the Ant Broads and Marshes SSSI Restoration Project, the Broadland Futures Initiative, and the Broads Test & Trial of the Environmental Land Management (ELM) scheme.

3.5. The updated Corporate Partnerships Register is at Appendix 1 to this report.

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Date of report: 26 October 2020

[Broads Plan](#) objectives: All

Appendix 1 – BA Corporate Partnerships Register (Nov 2020)

Corporate Partnerships Register (November 2020)

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 its 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>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>BA lead officer: Environment Policy Advisor</p>	<p>This work is critical to prevent the loss of more than 5,000 fen orchid plants and the continued loss of fen habitat that supports most of the UK conservation priority species associated with this habitat, including fen orchid and swallowtail butterfly.</p>	<p>To March 2021</p>	<p>Grant of £300k from European Agricultural Fund for Rural Development – Water Environment Grant and Biffa funding.</p> <p>BA to receive £50,749.55 grant. BA cash financial contribution is zero.</p>	<p>Submit claims in accordance with agreed schedule.</p>
<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</p>	<p>Gives a collective voice greater than the sum of its constituent members; e.g. it gives access to senior DEFRA officials and</p>	<p>Ongoing</p>	<p>BA contribution £3,400 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>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 & Rivers 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>a chance to influence policy and regulations.</p>			
<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: 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>	<p>Ongoing</p>	<p>BA contribution approximately £33,260 p.a. in officer time</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 FUTURES INITIATIVE</p> <p>Purpose: To develop the future management of flood risk in the Broads area.</p> <p>Partners: Broads Authority, 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>Partner activities can be co-ordinated 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. Officer time (chairing meeting, comms support, review of technical reports)</p>	<p>Virtual exhibition early 2021</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), Broads Authority, 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>None</p>
<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: Broads Authority, Norfolk Rivers Trust, Environment Agency, Natural England, Water</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 owning and updating of the</p>	<p>Ongoing</p>	<p>Small financial contribution each year to facilitate meetings. Officer time (chairing meeting, updating Strategy and Action Plan)</p>	<p>Complete annual review of Action Plan</p> <p>Partnership meetings every 3-4 months</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>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>Broads Biodiversity and Water Strategy and Action Plan.</p>			
<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 budget of £2.6m funded by National Heritage Lottery Fund, with additional income of £525k to be funded by third parties.</p> <p>BA contribution is £200k from 2015/16-2018/19. Contribution in officer time planned to 2022.</p>	<p>None</p>
<p>BROADS TEST AND TRIAL OF ENVIRONMENTAL LAND MANAGEMENT (ELM) SCHEME</p> <p>Purpose: To gain feedback from farmers and land managers on elements to build into the ELM scheme Brexit agriculture support system,</p>	<p>Influencing and informing development of ELM scheme. Interaction with 300+ Broads farmers. Developing local priorities to inform Broads scheme</p>	<p>Originally to Oct 2020, extended to March 2021.</p>	<p>BA to receive £44,505 grant; with additional extension of £12,000, BA cash financial contribution is zero.</p>	<p>Complete extension of contract and submit outputs in accordance</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>which is 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 Broads Authority, 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 Adviser</p>	<p>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>with contract with Defra.</p> <p>Steering group meetings every 2-3 months.</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 common messages and sustainable tourism in the Broads.</p>	Ongoing	<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>	None
CANAPE	Project falls within overarching purpose of	To March 2023 (extension)	BA to receive c.€729,508 EU grant	Submit project modification to

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<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>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>	<p>agreed by partnership, still to be formally endorsed as part of project modification)</p>	<p>benefit from project budget of €1.459m.</p> <p>In 2020/21 project funded from existing CANAPE reserve with no additional contribution. Officer time and equipment provided as required match funding.</p>	<p>the North Sea Programme.</p> <p>Hold steering group meeting twice a year.</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 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, cooperation agreement with NCC signed in September 2020. Project to run to Mar 2023.</p>	<p>Overall value is €23.3m.</p> <p>BA budget is £254k over life of project, with £167k from EU.</p>	<p>Hold quarterly steering group meetings.</p> <p>Launch of innovation incubator scheme due by end 2020.</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<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>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 2020/21</p>	<p>None</p>
<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>	<p>Brings in additional funding, corporate support and a raised profile to the Broads as a member of the National Parks family.</p>	<p>Ongoing</p>	<p>BA contribution is £10,000 in 2020/21</p>	<p>None</p>
<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>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.</p> <p>BA contribution in 2020/21 is £ 5,920. This replaces the NPUK subscription. BA</p>	<p>Keep Chairs and Chief Executives informed of progress.</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
BA lead officer: Head of Communications			employs two members of staff.	
<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>	Coordinated management of River Wensum. Opens up opportunities for funding and supports partnership working on cross-party issues such as access, mooring, anti-social behaviour and abandoned vessels.	Strategy adopted by BA in July 2018. Action plan to end 2022. Delivery board attended by Waterways and Recreation Officer.	Project delivery underway and further funding needed for future activity. Anticipated that significant part of any project cost will be raised from external funding applications or CIL.	Deliver action plan by 2022.
<p>UK NATIONAL PARKS CHARITY FOUNDATION</p> <p>Purpose: To provide a vehicle for charitable giving by the corporate sector.</p> <p>Partners: UK's National Park Authorities, 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.	The Charities Commission has approved the new charity. The next step is to set up a bank account.	No assets as yet.	None
<p>WATER RESOURCES EAST</p> <p>Purpose: To safeguard a sustainable supply of water for the East of England, resilient to future</p>	WRE's mission is "To work in partnership to safeguard a sustainable supply of water for the	BA agreed to join WRE board in Sept 2019, with review after one	BA contribution is £15,000 for one year.	BA to review participation in WRE (Nov 2020).

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>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>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>year to decide future involvement.</p>		
<p>TRINITIES PARTNERSHIP</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. It is an informally constituted partnership.</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 in accordance with 5-year Trinity Broads Management Plan.</p>	<p>Ongoing</p>	<p>Primarily financed by Essex & Suffolk Water with additional funding discretionary for all other partners, including BA.</p>	<p>Hold quarterly Board and technical meetings.</p>
<p>TROWSE RAIL BRIDGE WORKING GROUP</p> <p>Purpose: To promote the need for investment and improvements to this low level rail bridge spanning the River Wensum. Future investment</p>	<p>Enables the Broads Authority to promote the navigational needs within the City boundary, whilst enabling input into</p>	<p>Ongoing to make sure navigation and National Park interests are</p>	<p>No financial contribution</p>	<p>Raise profile of rail bridge limitations to protect navigation and</p>

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>need to consider navigational requirements, rail transport needs 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>strategic thinking regarding future developments needs for the east of Norwich, as well as the other swing bridges within the broads.</p>	<p>brought to wider group.</p>		<p>assist in wider development of Norwich.</p>

Recently ended partnerships

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
<p>WHITLINGHAM COUNTRY PARK (ended March 2020)</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.</p> <p>Nov 2020 update: BA CEO continues as member of WCT but BA no longer has 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>Ended March 2020</p>	<p>Dilapidation cost under negotiation.</p>	<p>No longer relevant.</p>
<p>NATIONAL PARKS UK</p> <p>Purpose: To deliver training and development and coordinate National Parks branding and corporate sponsorship.</p> <p>Partners: UK National Park Authorities (9 in England, 3 in Wales and 2 in Scotland) and BA.</p> <p>BA lead officer: Chief Executive</p>	<p>Provides vehicle for collaboration with UK National Park Authorities. Company replaced with more distributed arrangements, as for communications.</p>	<p>Ongoing</p>	<p>None</p>	<p>Wind up company.</p>

Register updated: November 2020

Next update: November 2021

Contact officer: Head of Governance