

Annual Report on Partnership Arrangements

Report by Solicitor and Monitoring Officer

Summary:	This report provides details of the Strategic Partnerships which are currently registered with the Broads Authority. Where actions are required to address weaknesses and manage risk, these are detailed within the Partnership Action Plan.
Recommendation:	That the Authority notes the current Register of Partnerships and Partnership Action Plan, at Appendices 1 and 2 respectively, and the results of the Management Team's annual review of the Partnerships at paragraph 3.3.

1 Introduction

- 1.1 The Broads Authority is increasingly involved in joint working with outside organisations which can cover the full range of the Authority's activities. These arrangements, go beyond traditional contractual working relationships and can be very effective in delivering key objectives and priorities and fostering joint working with key partner organisations.
- 1.2 Partnerships should improve the quality of services provided by the Authority and/or contribute towards the attainment of the Authority's statutory objectives and priorities. Partnerships can deliver outcomes for which the Authority does not have the resources and expertise to deliver on its own, and can achieve benefits greater than the sum of what could be achieved by the individual partners. Ideally they should 'add value' to the work being carried out by the Authority. They can do this in a number of ways, including:
- a. improving services through better coordination, especially where these are delivered by a range of organisations;
 - b. tackling complex, cross-cutting and Broads wide issues;
 - c. facilitating and increasing community engagement through improved information, consultation and participation;
 - d. ensuring that services are developed in line with customer needs, through community involvement;
 - e. encouraging more creative approaches through bringing together people with different backgrounds and skills, and sharing risks;
 - f. wielding greater influence than individual partners could achieve;

- g. achieving economies of scale and reducing waste and duplication through pooling resources;
- h. gaining access to new resources;
- i. meeting statutory requirements; and
- j. providing opportunities for learning through working with people from different organisations.

2 Definition of “partnership”

- 2.1 Throughout this report there is reference to “a partnership”. The concept of a partnership is sometimes considered in a specific narrow way, sometimes for example as the formal arrangements which govern the relationships between individuals in a legal or financial institution. Here, it has a wider and more flexible definition as set out below.
- 2.2 A partnership is an arrangement involving the Authority and one or more other external organisations, from any sector, who share the responsibility for agreeing and then delivering a set of actions and outcomes. These;
- (i) Seek to achieve a common objective or goal, which will include contributing to the purposes and objectives of the Authority.
 - (ii) Create either a formal structure or identifiable process for the purpose of (i).
 - (iii) Involve all organisations in contributing to the objective and sharing any risk in proportion to the benefits each receive.
 - (iii) Sharing information.
- 2.3 The following do not constitute partnerships for this purpose:
- a. a traditional contractual arrangement where the delivery of services or a project has been awarded to a contractor (with or without a competitive tendering exercise);
 - b. groups of elected members and/or officers from local authorities and others who come together to discuss forthcoming issues, policy and strategy;
 - c. ongoing and day to day liaison with other agencies which have statutory responsibilities which impact on and in some cases link closely to the work of the Authority, such as the Environment Agency and Natural England (although occasionally the relationship with some bodies may constitute a partnership).
- 2.4 The Authority should only enter into a partnership if it is able to invest the necessary resources (staff time, assets, knowledge and money) required to

play a full and constructive role in the partnership. Before entering into a formal partnership arrangement, officers complete a Partnership Protocol Checklist to ensure that:

- a. the aims and objectives of the partnership are clearly set out;
- b. it can be demonstrated how the aims and objectives contribute to the Authority's statutory purposes and objectives;
- c. there are clear terms of reference setting out how the partnership proposes to achieve these aims and objectives;
- d. the financial responsibilities of the respective parties are clearly established;
- e. the partnership represents value for money, and the Authority could not achieve the same outcome more cost effectively;
- f. there is a clear exit strategy should the partnership fail to meet its objectives;
- g. there is a nominated responsible officer (who should be at least Head of Section level); and
- h. the need for member involvement in any Partnership Board is considered.

Management Team approval, and on occasion full Authority approval in appropriate instances, is obtained prior to entering into the Partnership agreement.

3 Register of Partnerships and Partnership Action Plan

3.1 The Authority maintains a Register of Partnerships which includes the following details in respect of each partnership:

- a. the name and purpose of the partnership;
- b. the partners involved and Broads Authority Lead Officer;
- c. the perceived benefit to the Broads Authority;
- d. the duration of the partnership;
- e. the financial arrangements, including details of the funding contributed by the Broads Authority; and
- e. the operational risks and mitigation measures in place.

The current Register of Partnerships is at Appendix 1.

3.2 Six months after the commencement of a new partnership the Management Team commission an evaluation of the internal management and governance arrangements which are in place in order to:

- a. ensure that these are adequate and appropriate;
- b. assess whether the partnership is meeting its original aims and objectives; and
- c. assess whether the operational risks are being effectively managed.

The conclusions of this exercise are considered by the Management Team, together with a summary of strengths and weaknesses and any remedial action which is considered necessary to address the weaknesses and manage the risks. These are set out in the Partnership Action Plan identifying the responsible officer and target dates. The current Partnership Action Plan is at Appendix 2. Where any significant actions are identified through the Management Team review, these will normally be picked up and included within the Annual Governance Statement Action Plan.

3.3 The Register of Partnerships and Partnership Action Plan are reviewed by the Management Team on an annual basis. This review was completed on 6 September 2017, where the Management Team confirmed that the remaining partnerships were still meeting their original aims and objectives; that the internal management and governance arrangements were adequate and appropriate; and that the various partnerships continued to represent value for money.

3.4 Following a suggestion by a Member at the meeting on 30 September 2016, this year's review by lead officers and Management team has sought to ensure that each partnership named is of benefit to the Broads Authority. This year's Register now contains a column setting out that benefit. It is not considered that the nature of these partnerships requires any further scrutiny by Members as to the benefit they represent as most are clearly identifiable by their very nature as sharing common purposes with the Authority.

3.5 It is good practice for the Authority to receive an annual update on the Strategic Partnerships and the Authority is requested to note the current Register of Partnerships and Partnership Action Plan at Appendices 1 and 2 respectively.

Background papers: Nil

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Broads Plan Objectives: None

Appendices: APPENDIX 1 – Register of Partnerships
APPENDIX 2 – Partnership Action Plan

Register of Partnerships

Name and Purpose of Partnership/Partners	Benefit to Broads Authority	Duration of partnerships	Financial Arrangements/BA Contribution	Operational Risks and Mitigation Measures
<p>Trinities Partnership.</p> <p>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:</p> <p>Broads Authority Environment Agency Natural England Essex and Suffolk Water Norfolk Wildlife Trust</p> <p>BA Lead Officer – Senior Ecologist (AK)</p>	<p>This allows the BA to assist in a holistic approach to the management of the specific area.</p>	<p>The Partnership has been subject to a term of 5 years of the Trinity Broads Management Plan 2012-2017 and is continuing.</p> <p>The arrangements are not subject to a formal agreement in writing and this is not considered necessary.</p>	<p>The funding for the partnership is primarily financed by the lead partner Essex & Suffolk Water. Additional funding is discretionary for all other partners including the Broads Authority.</p> <p>BA made a contribution of £4,500 last year through PDG, although there is no contribution for this year.</p>	<p>Financial Risk. The main financial risk for the Authority is minimal due to this year's absence of BA funding and the fact that the BA is not formally committed to future contributions. Regular reporting by project officers will further reduce risk.</p> <p>Partnership Risk. The Statement of Joint Working limits liabilities and also sets out provisions for the withdrawal and termination of the partnership statement. Partners are therefore able to amend their discretionary funding of the partnership if funding streams decay and ultimately withdraw from the partnership. However there is little risk to the Authority as the landowner (Essex and Suffolk Water) will ultimately be responsible for the management of the site if the partnership were to fail.</p>
<p>Association of Inland Navigation Authorities (AINA).</p> <p>(i) To represent the collective views of navigation authorities to Government, regulators, other policy makers, funders and stakeholders;</p>	<p>This partnership gives a greater collective mouthpiece than the sum of its constituent members. It does, as an example, give access to senior DEFRA officers and a chance to influence regulation.</p>	<p>The Partnership has no specific end date although a recent review of the Constitution has taken place.</p>	<p>BA contribution is £3,280 for the current financial year (as was the case in the previous year).</p>	<p>Financial Risk. There is a limited financial risk for the Authority. The key risk would be expenditure incurred above the contribution. The withdrawal of other partners wouldn't necessarily incur a higher financial contribution for the BA.</p> <p>Partnership Risk. The main risk to the partnership would be from a Defra directive or withdrawal of Defra financial support. Withdrawal of one partner would not necessarily result in the partnership</p>

<p>(ii) To provide information, advice and good practice for the management, operation and development of inland waterways for navigation and wider use.</p> <p>Partners:</p> <p>18 partners - They include Canal & River Trust, the Environment Agency and the Broads Authority, in addition to national park authorities, local government authorities, private canal companies, internal drainage boards, and a variety of public and charitable trusts.</p> <p>BA Lead Officer –Senior Waterways and Recreation Officer (AC)</p>				failing
<p>The Broads Landscape Partnership</p> <p>To deliver the Water Mills and marshes Scheme.</p> <p>Partners:</p>	<p>In return for a proportionately small contribution by the BA the area as a whole would receive significant funding sufficient to make a real difference and impact. This would</p>	<p>Partnership was originally time limited to October 2015 and was dependent on a successful first stage HLF bid which has now been confirmed. The Partnership is now in Stage 2 which was</p>	<p>BA contribution is £50,000 cash in each of 2015/15, 16/17 and 17/18 as outlined in the current financial strategy.</p> <p>There will also be in kind contributions of officer time and it is envisaged that financial and in kind</p>	<p>Financial Risk –</p> <p>There is a limited financial risk for the Authority. The key risk would be expenditure incurred above the contribution. Current committed budget for preparation and submission will be up to £50,000 plus officer time. (Identified in the Financial Strategy) As this is relatively small compared to the £2.6million asked for, the risk is considered acceptable.</p>

<p>Broads Authority, Broads Society, Broads Tourism, City College, 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 Strategy and Sustainable Communities (M-PT)</p>	<p>enable the delivery of a programme to benefit communities, individual groups and heritage.</p>	<p>submitted in May 2017. A decision is awaited.</p>	<p>contributions will also be made by Project Partners.</p>	<p>Partnership Risk – Should the later stages of the bid be unsuccessful, the partnership will be at risk. However, working closely in partnership from the beginning and getting BA members and the Project Board to sign off the bid, the reputational element can be minimised.</p>
<p>Broads Beat</p> <p>This is a dedicated Police presence for the Broads and is funded by a combination of the BA and other boating businesses.</p> <p>Partners:</p> <p>Broads Authority, Norfolk Constabulary, Environment Agency,</p> <p>BA Lead Officer: Head of Ranger</p>	<p>There are many clear operational benefits from a practical day to day liaison with the Police. However, it is felt that over the next 12 months the BA will seek to produce some clear tangible measure in order to demonstrate the benefits of the partnership.</p>	<p>The Partnership is on-going and not time-limited.</p>	<p>The funding for the partnership is primarily financed by the lead partner Norfolk Police Service. Additional funding is discretionary for all other sponsors including the Broads Authority. The annual BA contribution is currently £2,500 plus officer time for assisting Broads Beat patrols.</p>	<p>Financial Risk – There is a limited financial risk for the Authority. The key risk would be additional expenditure (time and resource) incurred should the service be discontinued. The withdrawal of other partners wouldn't necessarily incur a higher financial contribution for the BA.</p> <p>Partnership Risk – The main risk to the partnership would be from the Police deciding to terminate Broads Beat directive or withdrawal of financial support. Withdrawal of one partner would not necessarily result in the broads beat failing. However if all sponsors withdraw, the partnership might be at serious risk of ending.</p>

Services (LB)				
<p>Broadland Catchment Partnership.</p> <p>To provide steering of the Broadland Catchment approach to source funding, agree targets/projects in collaboration with partners. It is an informally constituted partnership.</p> <p>Broads Authority Norfolk Rivers Trust Environment Agency Natural England Water Management Alliance Anglian Water Essex and Suffolk Water NFU RSPB Defra</p> <p>BA Lead Officer – Broadland Catchment Partnership Officer (NP)</p>	<p>This permits working at a greater scale and impact within the broader catchment area. Partners' activities can be co-ordinated to achieve greater impact and greater collective ability to meet water and other challenges. The well-established nature of this partnership makes its delivery effective.</p>	<p>The partnership was due to expire on 31 March 2015 but the partners agreed to extend this further indefinitely.</p>	<p>BA contribution is approximately £12,400 in respect of officer time. There is no direct financial contribution.</p>	<p>Financial Risk. The main financial risk is that funding can be terminated by DEFRA, NE and EA if the work is not delivered. However, there is little risk to the BA financial or otherwise which relates to its involvement in the Partnership. There is a potential risk of redundancy for the allocated BA staff member in future if the partnership is terminated, although the member of staff concerned also undertakes other duties</p> <p>Partnership Risk. The risk is that partners withdraw, but the relatively informal nature of the arrangement and lack of direct financial contribution makes the risk low.</p>

<p>National Parks – UK</p> <p>National Parks – UK is a partnership of the 15 national park authorities in Great Britain (10 in England including the Broads Authority, 3 in Wales and 2 in Scotland).</p>	<p>Partnership with the UK parks principally to deliver training and development for members and branding for the family as a whole. More recently a strong focus on corporate sponsorship and UK tourism</p>	<p>The partnership is not time limited</p>	<p>The contribution to NP – UK will be £7,750 in 2017/18.</p> <p>All parks contribute equally.</p>	<p>Financial Risk. The main financial risk for the Authority would be a future decline in National Park Grant (Defra Funding)</p> <p>Partnership Risk. The main risk to the partnership would be the withdrawal of one or more of the Parks from the partnership thus potentially increasing the financial burden on the remaining members. The strength of the partnership is through the comprehensive membership of all parks.</p>
<p>National Parks England</p> <p>National Parks – England is a partnership of the 10 parks in England including the Broads Authority</p> <p>The Chair of the BA sits on the Chairs Groupings for both bodies. In the case of NPE he/she is a Director of the limited company.</p> <p>The Chief Executive is a member of the two Chief Executive Groups.</p> <p>BA Lead Officer – Chief Executive (JP)</p>	<p>Brings the English Parks mainly together to coordinate their interaction with Defra and the Westminster Government, developing policy positions and working with agencies such as Natural England and Visit England. It raises the profile of the National Parks</p>		<p>The BA contribution to NP England in will be £19,350 in 2017/18.</p> <p>All parks contribute equally.</p>	<p>Similar to National Parks UK</p>

<p>National Parks Partnership</p> <p>The 15 National Park Authorities and Broads Authority have established a Limited Liability Partnership (LLP) to jointly pursue engagement with the corporate sector.</p> <p>The 15 Members of the National park family in the UK</p> <p>BA Lead Member – Sir Peter Dixon</p> <p>BA Lead Officer - Chief Executive (JP)</p>	<p>The initial concept of what became the Tesco Partnership originated from NPP</p> <p>The recently-agreed Columbia clothing deal has originated through NPP which benefits all National Parks and the Broads Authority.</p>	<p>The Partnership is not time limited.</p>	<p>£10,000 in 2014/15 towards the start-up costs.</p> <p>£10,000 in 16/17.</p> <p>No other contribution in the current financial year.</p>	<p>Financial Risk – no return on investment, low risk given limited financial contribution</p> <p>Partnership Risk – Reputational risk if the LLP linked up with unsuitable sponsors. Mitigated by Peter Dixon’s position on the Board. Collaboration between the parks is at the heart of the arrangement and this depends on continuing goodwill.</p>
<p>Broads Tourism</p> <p>To develop and promote a high quality and environmentally-friendly tourism industry in the Broads, fulfilling its second statutory purpose and the underlying duty to foster the economic and social well-being of those who live and work in the Broads.</p> <p>Partners:</p>	<p>It facilitates, in addition to satisfying our statutory purposes a sustainable tourism strategy. It assists with the general increase of Broads Tourism membership</p>	<p>The Partnership is on-going and not time-limited.</p>	<p>The BA does not provide funds but instead provides in-kind administrative support to Broads Tourism, as well as occasionally producing leaflets or other publications and attending shows or other promotional events.</p>	<p>Financial Risk. Minimal financial exposure since contributions are limited to in-kind support from staff who could be re-deployed elsewhere, plus occasional publications etc. In addition, there is an annual external audit undertaken by the organisation. There is an increasing number of members, so this offers additional mitigation.</p> <p>Partnership Risk. This is minimal since the BA could simply cease tourism activities through this vehicle if Broads Tourism were to be dissolved or choose not to work with the Broads Authority any more.</p>

<p>Broads Authority Broads Tourism</p> <p>BA Lead Officer – Head of Communication (RL)</p>				
<p>River Wensum Strategy Partnership</p> <p>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</p> <p>BA Lead Officer –Senior Waterways and Recreation Officer (AC)</p>	<p>Allows better management of the River Wensum and opens up opportunities for better funding. Additionally, there are clear advantages in partnership working on matters such as mooring issues, anti-social behaviour, abandoned vessels.</p>	<p>There is no formal partnership agreement in place as the partners are currently consulting on a strategy document and action plan. When complete a delivery board will be set up. This will be taken to the Broads Authority for ratification when it is complete, but before formal commitment.</p>	<p>Project delivery and funding is something that is still under negotiation between partners.</p> <p>It is anticipated that a significant part of any project costs will be raised from external funding applications or CIL.</p>	<p>Financial & Partnership Risks.</p> <p>Whilst the partnership is still in its inception, it is difficult to fairly assess what risks may arise. The overall strategy will need to be measured against the strategic objectives of the BA for the River Wensum. When the proposed Partnership agreement is presented to members, a report will articulate any potential/foreseeable financial and partnership risks.</p>
<p>Whitlingham Country Park.</p> <p>To secure the effective management of the country park, including the development of policies and provision of services.</p> <p>Broads Authority Whitlingham Charitable Trust (WCT)</p>	<p>Whitlingham Park is important for being one of the gateways to the Broads. It also serves to raise the profile of the Broads especially in relation to its second statutory purpose, with members of the public.</p>	<p>The partnership is subject to a rolling three year Service Level Agreement. The current SLA was dated 26 September 2015.</p>	<p>The WCT is responsible for meeting the costs of managing the Country Park, including BA employee costs (principally Rangers). These costs are met by interest from the Endowment provided by the landowners, grant aid, and income from the public. The BA is responsible for the running costs of the visitor centre and associated cafe.</p>	<p>Financial Risk. The WCT could run into financial difficulties leaving BA to pick up the running costs. An annual budget is drawn up setting out the projected income and expenditure. The budget is monitored through the BA's monthly management statement and a quarterly report is made to Trustees and there is regular feedback to BA Meetings. A significant amount of funding comes from car parking fees.</p> <p>Lack of clarity regarding roles and responsibilities at the operational level. This has</p>

<p>The BA's Chief Executive is a member of the Trust and BA has up to 4 Members on the Board of Trustees</p> <p>Lead officer Director of Operations (RR)</p>				<p>been addressed through the Service Level Agreement.</p> <p>Risk of injury/accident to staff/members of the public. All field work is carried out in accordance with the BA's policies and Codes of Practice relating to health and safety at work. Risk assessments are undertaken where necessary in accordance with the BA's procedures. Staff are appropriately trained to carry out all activities. BA officers have worked with the Trust to develop a WCT risk register to ensure a strategic view is taken to manage risk across all leases etc. which was updated in September 2016.</p>
<p>Tesco Partnership – Water sensitive farming partnership</p> <p>BA and Tesco plc with some input by NFU and NE (BA lead officer Senior Ecologist AK)</p>	<p>Provides scope for education and interventions to reduce the impact of nutrients entering into the waters of the Broads executive area</p>	<p>This is a one-year agreement which will end in January 2018.</p>	<p>BA receives funding from Tesco which completely covers the cost of the project. In return, BA designates a Catchment Officer.</p>	<p>The short duration of this agreement together with clear contractual terms and payment already received by BA mean that there is no residual risk beyond the expiry of the agreement.</p>
<p>CANAPE –</p> <p>Creating a new approach to Peatland Ecosystems</p> <p>EU Interreg North Sea Region project</p> <p>BA is the lead partner on this. There are a number of North Sea Region partners including:</p>	<p>This project falls within the overarching purpose of creating a sustainable North Sea Region; Protecting against climate change and preserving the environment. As well as this benefit, the Authority will receive circa €729,508 grant benefit from the project budget of €1.459m (latter being the BA allocation).</p>	<p>The bid has been successful, but the formal documentation has not yet been set up. Until June 2022.</p>	<p>The BA financial contribution is not yet determined although it will be in the proximity of £200,000.</p>	<p>This project is not affected by European transition in relation to the UK's full membership.</p> <p>AS BA is the lead partner the risks are appreciable due to its complexity and number of partners.</p> <p>There is an established process run by the joint secretariat, which will issue a subsidy contract, setting out all the conditions for the project, together with the aims and completion times for each project.</p> <p>Risk relating to the individual partners will be mitigated through a formal partnership agreement which will be professionally drawn following Interreg guidance and will form the basis of the relationship</p>

<p>Broads Authority</p> <p>VHL University of Applied Sciences (NL)</p> <p>Waterschap Hunze En Aas (NL)</p> <p>Naturstyrelsen (DK)</p> <p>Natuurpunt Beheer VZW (BE)</p> <p>Landkries Diepholz (DE)</p> <p>BA lead officer – Director of Strategy and Sustainable Communities (M-PT)</p>	<p>The monies received from CANAPE will make a significant difference to the BA's ability to sustain the environment, ecosystems and landscape around the Hickling Broad area.</p>			<p>between the individual partners. This is in hand and being drawn by consultants and a start-off meeting is planned for October 2017.</p> <p>The project will be added as a risk to the Strategic Risk Register.</p>
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Updated September 2017

Review of Partnerships: Action Plan

Issue	Action Taken/To be Taken	Responsible Officer (s)	Timetable (where appropriate)
Trinities Partnership			
No Issues identified	N/A	N/A	N/A
Association of Inland Navigation Authorities			
No Issues identified	N/A	N/A	N/A
Broadland Catchment Partnership			
No Issues identified	N/A	N/A	N/A
Broads Landscape Partnership			
No issues identified	N/A	N/A	N/A
Broads Beat			
	Review of benefits of partnership	Lucy Burchnall	September 2018
National Parks England/National Parks UK/National Parks Partnership			
No Issues identified	N/A	N/A	N/A

Issue	Action Taken/To be Taken	Responsible Officer (s)	Timetable (where appropriate)
Broads Tourism			
No Issues identified	N/A	N/A	N/A
River Wensum Strategy Partnership			
No issues identified	Involvement in setting up	Adrian Clarke	N/A
Whitlingham Charitable Trust	Review Service Level Agreement	Rob Rogers	By September 2018
Tesco Partnership	N/A	N/A	N/A
No issues identified			
CANAPE			
Work related to formal setup	Complete suite of formal documentation relating to partnership with other partners		

Updated September 2017