

**National Park Authorities Performance Assessment**  
Report by Chief Executive

**Summary:** This report provides an update on the actions undertaken in support of the Authority's Improvement Plan to respond to the recommendations from the National Park Authorities Performance Assessment (NPAPA) Peer Review Report.

**Recommendation:** That the Authority notes progress against the actions in the NPAPA Improvement Plan.

## **1 Background**

- 1.1 The NPAPA Peer Review Group visited the Broads Authority in November 2011 and submitted its report after interviewing over 100 people about the work of the organisation.
- 1.2 The Peer Review Group identified areas for improvement and 20 recommendations for the Authority to consider. The recommendations were grouped together under twelve headings within an Improvement Plan, which was agreed by the Authority on 20 January 2012.
- 1.3 This report provides an update on the progress which has been taken to date against each of the headings for members' information.

Author: John Packman  
Date of report: 6 November 2012

Broads Plan Objectives: Multiple

Appendix: APPENDIX 1 – NPAPA Improvement Plan

## NPAPA Improvement Plan

	Action	Timescale	Progress
<p><b>Engagement with Stakeholders</b></p> <p>12.2 Review engagement with non-statutory stakeholders on strategy and policy development and consider the timing of consultations, how feedback is provided, and how engagement is maintained. [4.6]</p> <p>12.5 Review the process for involving customers, stakeholders, staff and communities in annual priority setting. [5.6]</p> <p>12.6 Undertake routine surveys, information and intelligence gathering exercises for all relevant stakeholders and Broads communities. [5.7]</p> <p>12.8 12.9 Manage the perceptions that the focus on conservation has been lessened. [6.7]</p> <p>12.13 Increase dialogue, break down barriers and build trust between local navigation interests</p>	<p>Undertake the agreed review of governance and consultative arrangements including consultation on strategy and policy development, annual priority setting, performance indicators, surveys of opinion and the role of the Broads Forum, Parish Forums and Pop-Ins with the aim of improving the Authority's engagement with non-statutory stakeholders and local communities.</p> <p>Strengthen the Authority's existing network of biodiversity relationships to</p>	<p>The report to the Authority in November contained a timetable for the Governance Review that concluded with a report to the Authority in July 2012.</p> <p>Broads conference on 2 February 2012</p>	<p>Review in progress.</p> <p>Research phase complete; telephone survey of stakeholders complete; Parish Survey complete; Staff Interviews complete.</p> <p>Workshop held 5 October 2012</p> <p>Member Working Group met on 15 October 2012 to consider options.</p> <p>Consultation on options to be undertaken in Autumn 2012.</p> <p>(Director of Planning and Strategy)</p> <ul style="list-style-type: none"> <li>• Broads Biodiversity Forum met in Feb 2012; involved RSPB, EA, NE, NWT, SWT, Suffolk &amp;</li> </ul>

	Action	Timescale	Progress
<p>and the Authority. [7.15]</p> <p>12.14 Improve engagement and two way exchanges with local communities and groups. [8.10]</p> <p>12.17 Undertake the agreed review of governance and consultative structures. [9.10]</p> <p>12.21 As part of the review of consultative structures determine the arrangements for engaging with key stakeholders including the role of the Broads Forum. [10.9 &amp; 9.12]</p>	<p>build a greater understanding of our work. A major Broads' conference has already been planned by the Authority for February 2012 on World Wetlands Day to bring together the major partners to foster a landscape scale approach and cooperative working.</p>		<p>Essex Water. 2013 will see a repeat of the Forum using a different theme</p> <ul style="list-style-type: none"> <li>• Biodiversity Strategy is being written and due to be signed off by Authority in March. A small publication will be published for the general public to summarise the Strategy</li> <li>• Various community partnership groups based around specific locations have met regularly such as the Trinity Broads Consultation group</li> <li>• The Check, Clean and Dry campaign to raise awareness of the killer shrimp and encourage people to take action to limit its spread took high priority within the Authority's biosecurity work</li> <li>• The Broadland Catchment Partnership has been set up involving local communities and water users, a newsletter</li> </ul>

	Action	Timescale	Progress
	<p>Following the productive meeting with the RYA and BMF seek regular meetings with the Norfolk and Suffolk Boating Association and the Broads Hire Boat Federation to increase the dialogue with the two organisations, break down any barriers and build trust.</p> <p>Identify relationship managers for all the key stakeholder organisations.</p>	<p>Contact NSBA and BHBF in February</p> <p>February 2012</p>	<p>has been produced</p> <ul style="list-style-type: none"> <li>• A new water users group has been set up for Breydon Water (Senior Ecologist)</li> </ul> <p>A meeting was held with the BMF, RYA and NSBA on 17 May 2012, which discussed Governance, financial reporting and budgeting, and communication. Further meetings will be held at 6 monthly intervals. (Chief Executive)</p> <p>List of relationship managers for key stakeholders agreed by Management Forum on 20/2/12. (Management Team)</p>

	<b>Action</b>	<b>Timescale</b>	<b>Progress</b>
<p><b>Branding of Partnership Projects</b></p> <p>12.3 Review how decisions are made on the branding of projects and how the profile of all partners can be appropriately maintained. [4.8]</p>	<p>Agree with partners during the initiation stage how projects are to be branded.</p>	<p>On-going</p>	<p>Concept will be discussed as the new partnership on a catchment approach is evolving. Will remain part of the process for all new major projects.</p> <p>(Head of Strategy and Projects)</p>
<p><b>National Park Status</b></p> <p>12.4 Establish a Member/stakeholder structure to establish a common understanding on the basis for progressing national park status. [4.9]</p>	<p>Establish Member/Stakeholder Working Group to progress national park status, when the Governance and Tolls Reviews, have been completed. Report to the Authority on the suggested composition of the Working Group,</p>	<p>September 2012</p>	<p>This matter will be addressed upon the conclusion of the review on consultative arrangements.</p> <p>(Chief Executive)</p>
<p><b>Target Setting</b></p> <p>12.7 Include more outcome focused and measurable targets and milestones in strategy and other priority lists. [5.8]</p> <p>12.8 Set clearer targets with</p>	<p>As part of the annual process of setting targets ensure they are in line with the adopted Broads Plan and where appropriate outcome focused.</p>		<p>The Strategic Priorities for 2012/13 were presented to the Broads Authority on 20 January 2012. These were all linked to the Broads Plan,</p>

	<b>Action</b>	<b>Timescale</b>	<b>Progress</b>
delivery outcomes for nature conservation work and communicate the resulting improvements more widely to help inform external audiences. [6.6]	<p>Draft Strategic Priorities on this agenda proposing consultation with the Broads Forum &amp; Navigation Committee.</p> <p>Continue to communicate the benefits of the work undertaken to the relevant audiences.</p>	<p>February 2012</p> <p>On-going</p>	<p>with the exception of the Governance/Organisational Development objectives. All the strategic priorities were outcome focused. Earlier engagement with the Navigation Committee (11 October) and Broads Forum (22 November) was also conducted for the draft Strategic Priorities for 2013/14.</p> <p>(Head of Governance and Executive Assistant)</p> <p>See progress against biodiversity relationships in 'Engagement with Stakeholders' section.</p> <p>(Head of Communications)</p>
<p><b>Tourism</b></p> <p>12.10 Examine options for future tourism funding that might help maintain the enviable relationship which the Authority has with the</p>	<p>The Authority's European partnership project Sustainable Tourism in Estuarine Parks (STEP) comes to an end in</p>		<p>Members resolved at their Meeting of 21 September 2012 to continue to fund a tourism post. Post will be located in communications team and will focus on</p>

	<b>Action</b>	<b>Timescale</b>	<b>Progress</b>
<p>tourism sector. [7.12]</p> <p>12.11 Review the scope for further joint working and coordination of activities on understanding and enjoyment issues. [7.13]</p>	<p>December 2012. Three months before that review the different funding options which might allow the Authority's work on tourism to continue and the scope for further joint working with other tourism stakeholders. Report to the Authority setting out the options.</p>	<p>September 2012</p>	<p>working with Broads Tourism (Head of Strategy and Projects)</p>
<p><b>Dredging and Mooring Targets</b></p> <p>12.12 Establish a framework that provides a route to discuss differences of view on navigation outcomes. [7.14]</p>	<p>Prepare a report for discussion at the Navigation Committee on the outcome measures for dredging and moorings.</p>	<p>Navigation Committee in April 2012</p>	<p>To be discussed at Navigation Committee on 13 December 2012 (Senior Waterways &amp; Recreation Officer)</p>
<p><b>Volunteers</b></p> <p>12.15 Introduce measures to maintain the motivation and enthusiasm of volunteers at a time of change. [8.11]</p>	<p>Implementation of the Volunteer Strategy, the Volunteer Handbook and Policy that the Authority will deliver a motivated and enthusiastic volunteer service.</p>	<p>On-going</p>	<p>Volunteer Strategy has now been approved by the Authority, and improved communications have been introduced. 2<sup>nd</sup> Annual celebration day was held on 22 September 2012 (Volunteer Coordinator)</p>

	<b>Action</b>	<b>Timescale</b>	<b>Progress</b>
	The Draft Volunteer Strategy is on this agenda for approval.		
<b>Performance Management</b> 12.16 Review whether the arrangements for monitoring and reporting on performance are effective and appropriate in the new organisational structure. [9.9]	The Management Team has reviewed the need for a nominated officer to be responsible for performance management and concluded that the present arrangement, whereby the whole Team has a collective responsibility, is preferable.	None	None
<b>Role of Members</b> 12.18 Review the role of Members in engaging with the wider community including their possible use in advocacy, ambassadorial and information gathering roles. [9.11]	Broads Authority Chairman to review with Members in their annual appraisals the scope for them to be more involved in delivering advocacy, ambassadorial and information gathering roles.	Completion of the appraisals by the end of May 2012	Individual discussions held with members during annual appraisals, resulting in greater public advocacy and visibility of members at Public Meeting, Parish events, and policy workshops. Further consideration of Members' work in this area will also figure in the current Review of Consultative



	<b>Action</b>	<b>Timescale</b>	<b>Progress</b>
			Arrangements (Chairman)
<b>Equalities</b> 12.19 Progress the implementing of equalities issues. [9.13]	Progress the implementation of equalities issues, including the review and updating of the Equality Policy, provision of training for staff and members and, through the establishment of an Equalities Working Group, achieve Level 1 (Developing) of the Equality Framework for Local Government, with a view to progressing to Level 2 (Achieving) during 2013/14.	Target date for achieving Level 1 by 31 March 2013 and then move on to looking to achieve Level 2	On target. Training held for members on 6 November, with training for officers planned towards end of November with Birketts Solicitors. (Head of Human Resources)
<b>Organisational Change</b> 12.20 As the benefits of the organisational change become embedded, consider when the appropriate time may be to relax organisational constraints and allow the skills, knowledge and innovation of staff to be used more fluidly.	The Authority will continue to use the Staff Representative Group, regular Team meetings and monthly 1:1s to identify any issues of concern and encourage opportunities for empowering staff and	On-going	New Project Development Group established to provide a route for staff with ideas to seek approval. Training courses held on Moving to a High Performance Culture and

	<b>Action</b>	<b>Timescale</b>	<b>Progress</b>
[10.8]	facilitating innovation within the new work structure, processes and guidelines.		Employment Law Essentials to facilitate more proactive people management by line managers.  (Management Team and Management Forum)