

# **Broads Authority**

24 November 2023 Agenda item number 13

## Corporate Partnership Register

Report by Senior Governance Officer

#### **Purpose**

The Broads Authority maintains a register of its key partnerships with external organisations. The latest Corporate Partnerships Register (Appendix 1) is attached for Members' information.

#### Recommended decision

To note the updated Corporate Partnerships Register (Nov 2023).

### Corporate partnerships

- 1.1. The Broads Authority works in partnership with a wide range of organisations to meet its statutory purposes and deliver the <u>strategic objectives</u> 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, 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.

### Corporate Partnerships Register

- 3.1. The Register gives details for each partnership including purpose, partners and lead Authority officer, perceived benefits, duration, financial arrangements, and tasks. As requested by the Audit and Risk Committee (now Risk, Audit & Governance Committee) when it last reviewed the Register, it now includes an approximation of the amount of officer time involved in each partnership.
- 3.2. The Management Team reviews the 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 autumn 2023, the Management Team considers that all partnerships are meeting their original aims and objectives, internal management and governance arrangements are adequate and appropriate, and the partnerships represent value for money.
- 3.4. As the meeting of the Risk, Audit & Governance Committee scheduled for21 November did not take place, on this occasion the register has not been reviewed by that committee prior to this Authority meeting.

- 3.5. Fibreboards is a new addition to the register, and four schemes have been removed as identified in the register.
- 3.6. The updated Register is at Appendix 1 to this report.

### 4. Risk implications

4.1. Associated risks and mitigation measures are noted in our Corporate Risk Register or operational level Directorate Risk Registers.

Author: Sara Utting

Date of report: 08 November 2023

Background papers: none

Broads Plan strategic objectives: all

Appendix 1 – Corporate Partnerships Register



### Appendix 1

## Corporate Partnerships Register

The register at Table 1 shows the Broads Authority's corporate partnership arrangements with external organisations. A 'partnership' in this context 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 risks in proportion to the benefits each receives, and share information and good practice. Any significant identified risks to the Authority associated with these partnerships are noted in our Corporate Risk Register or relevant Directorate Risk Registers.

**Table 1**Corporate Partnerships Register (reported to ARC 29/11/22 and BA 02/12/2224/11/23)

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
ASSOCIATION OF INLAND NAVIGATION AUTHORITIES (AINA)  Purpose: Represents the collective views of navigation authorities to Government, regulators, other policy makers, funders and stakeholders. Provides information, advice and good practice for managing, operating and developing inland waterways for navigation and wider use.	Gives collective voice greater than sum of constituent members, such as access to senior DEFRA officials and chance to influence policy and regulations.	Ongoing	BA contribution £3,400 in 202±2/2±3	Represent issues for Broads navigation  Officer inputs vary, but mainly reading technical papers or sharing information with AINA members A key organisation

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
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.				for the Authority to be involved in.
<b>BA lead officer</b> : Director of Operations				
Purpose: Steers a catchment approach to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.  Partners: BA, 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	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.	Ongoing	BA contribution approximately £244k p.a. in officer time	Coordinate partnership  O.5 FTE
BA lead officer: Catchment and Farming Officer				
Purpose: To develop the future management of flood risk in the Broads area.  Partners: BA, Environment Agency, Natural England, NFU, RSPB, Norfolk County Council,	Coordination of partner activities to achieve greater impact, with collective ability to meet flood risk management challenges.	Ongoing	Small financial contribution each year to facilitate meetings.	Chair partnership meetings, provide comms support, review technical information, present at events and

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Suffolk County Council, Water Management Alliance, Coastal Partnership East				provide data and guidance.
BA lead officer: Director of Strategic Services				<u>50</u> hours p/a
BA members: Matthew Bradbury Shardlow (Matthew Shardlow Tim Jickells) as reserve) on Elected Members' Forum				
BROADS BEAT	Operational benefits to BA	Ongoing	Primarily financed	Mainly an
Purpose: Dedicated Police presence for the Broads alongside BA patrols to ensure safety and security on the Broads.  Partners: Norfolk Constabulary (lead partner), BA, Environment Agency  BA lead officer: Head of Ranger Services	Rangers through practical day-to-day liaison with local Police.		by Norfolk Constabulary. Additional funding discretionary for all other sponsors. BA contribution £2,500 p.a. (20223/234) plus officer time to assist Broads Beat patrols.	information and intelligence sharing partnership. Another key organisation to be linked into. Provide Ranger assistance to Broads Beat patrols.  Xx hours p/a ??
BROADS BIODIVERITY PARTNERSHIP  Purpose: To steer biodiversity delivery to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.	Supports nature recovery project planning and delivery. Partner activities can be co-ordinated to achieve greater impact, with collective ability to	Ongoing	Small financial contribution each year to facilitate meetings. Officer time (chairing meeting, updating	Review annual action plan. Hold partnership meetings every 3-4 months.

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Partners: BA, Norfolk Rivers Trust, Environment Agency, Natural England, Water 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 BA lead officer: Environment Policy Adviser	meet nature recovery challenges. Joint ownership and updating of Broads Biodiversity and Water Strategy and Action Plan.		BBW Strategy and Action Plan)	45 hours p/a
BROADS LANDSCAPE PARTNERSHIP  Purpose: To deliver the Water, Mills and Marshes Landscape Partnership Scheme.  Partners: BA, 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  BA lead officer: Director of Operations	In return for proportionately small BA contribution, the area receives significant funding to make a real impact. The multi-partner, multi-project programme benefits local communities and area's local natural, cultural and social heritage.	To 31 Dec 2023	Total budget of £2.6m funded by National Heritage Lottery Fund, with additional income of £525k to be funded by third parties.  BA contribution is £300k from 2015/16-2020/21.	Administer partnership through Project Manager.  Full time until 1 November 2023, 0.5 FTE after 1 November 2023
BROADS PEAT Nature For Climate Peatland Grant Scheme Discovery	Project is funded by Defra as a priority within the Environment Plan with	<u>Complete</u>	Grant Funding of £785,668 administered by Natural England and from Defra, BA	Comply with the conditions of the grant. Employ Project Officers. Coordinate the

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Purpose: To build capacity and capability in the Broads helping landowners and managers overcome barriers to peatland restoration, provide vital baseline environmental information and develop a carbon finance Partners: BA (lead), Palladium, Environment Agency, Natural England, Water Management Alliance, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Wildlife Trust, Suffolk Wildlife Trust, National Trust, 15 landowners.  BA lead officer: Director of Strategic Services	strong links to Net Zero and Peatland Action Plan. Funding makes significant difference to BA's ability to work with farmers and land managers to unlock the multiple barriers with our partners around land and water management.		Match Funding of £10,000 or (1.26%)	partnership, reporting and multiple contracts.
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.  Partners: Local tourism businesses and promoters, BA  BA lead officer: Head of Communications  BA members: Paul Hayden	Supports coordinated approach to working with tourism businesses and promoters to encourage and manage common messages and sustainable tourism in the Broads.	Ongoing	BA provides in-kind administrative support to Broads Tourism board, as well as occasionally producing publications and attending shows or other promotional events.  Direct financial support of £6,500 for VtB marketing activity.	Provide admin support for meetings and comms support as required.  Attend Board meetings in advisory capacity, manage website and Broads National Park social media accounts, work with DMOs, provide support to

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
			Indirect financial support of £3,000 for additional advertorial pages in Broadcaster.	promote area to visitors.  Estimated 650 hrs per year of officer time
CANAPE  Purpose: Creating a new approach to peatland ecosystems (EU Interreg North Sea Region project).  Partners: BA (lead partner), VHL University of Applied Sciences (NL), Waterschap Hunze En Aas (NL), Naturstyrelsen (DK), Natuurpunt Beheer VZW (BE), Landkries Diepholz (DE)  BA lead officer: Director of Strategic Services	Project falls within overarching purpose of creating a sustainable North Sea Region, protecting against climate change and preserving the environment.  Funding makes significant difference to BA's ability to sustain the natural environment, ecosystems and landscape in the Hickling Broad area.	To March 2023 (extension agreed by partnership, still to be formally endorsed as part of project modification)	BA to receive c.€729,508 EU grant benefit from project budget of €1.459m.  In 2020/21 project funded from existing CANAPE reserve with no additional contribution. Officer time and equipment provided as required match funding.	Hold steering group meeting twice a year. hours p/

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Purpose: EU Interreg project to develop and promote 'experiential tourism' to extend the visitor season and attract new visitors.  Partners: Norfolk County Council (lead partner), 14 partners in France and UK (Norfolk, Kent, Cornwall, Pas de Calais, Compiègne, Brittany)  BA lead officer: Head of Communications	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.	Bid successful in July 2019, cooperation agreement with NCC signed in Sept 2020. Project to run to March 2023.	Overall value is £23.3m.  BA budget is £254k over life of project, with £167k from £U.	Hold quarterly steering group meetings.  Oversee and manage three projects: Broads Experiences, Broads National Park display at Norwich Forum and Broads National Park signage. Xx hours p/a ??
Purpose: The programme, developed by Defra, and delivered locally through the Broads Authority and Norfolk Coast AONB, supports farmers and land managers in carrying out projects that support the natural environment, mitigate the impacts of climate change, provide public access opportunities or support nature-friendly, sustainable farm businesses.  Partners: Norfolk Coast AONB.  The Local Assessment Panel includes representatives of the farming and land-owning community, environmental NGOs, the Broads	The funding will pay for projects, on one landholding or across a number of holdings, which provide direct benefits to the Broads.	Until April 2024March 2025. Applications for the second year of funding should be made between 1 November 2021 and 31 January 2023 (year 2).	Overall value for 2022/23-allocation is £194,848 for the Broads varies each vear. Land Management Board will act as FiPL grant decision making board with specific Terms of Reference	Comply with the National Framework. Hold regular Local Assessment Panels. Report monthly to DEFRA. 1.2x FTE p/a

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Authority, the Norfolk Coast Partnership and Natural England.  BA lead officer: Catchment and Farming Officer		Funding for year three is £193,991		
Purpose: Unlock paludiculture (meaning "the profitable production of wetland crops") as a new opportunity for farmers in the Broads and Norfolk. By targeting peatland farmers and assessing where change is possible, testing novel propagation, wetland crop systems, and developing a business network around the most viable products, we will help farming systems adapt to climate change and sea level rise.  Partners: BA (lead), Environment Agency, Natural England, Broads Internal Drainage Board, Norfolk Farming & Wildlife Advisory Group, New Energy Farms, Palladium, Norwich University of the Arts (NUA), Hudson Architects, Wetland Products Foundation, Norfolk County Council  BA lead officer: Environment Policy Adviser	Project is funded by Defra as a priority within the Environment Plan, with strong links to Net Zero and Peatland Action Plan.  Funding makes significant difference to BA's ability to work with farmers and land managers to unlock the multiple barriers with our partners around land and water management.	From June 2023 to March 2025	Overall value is £495,000	Comply with the conditions of the grant. Employ Project Officer. Coordinate the partnership, reporting and multiple contracts.  1.2x FTE p/a
NATIONAL PARKS PARTNERSHIP	Brings in additional funding, corporate support and a raised profile to the Broads as a	Ongoing	BA contribution is £10,000 in 202 <u>2</u> 3/2 <u>3</u> 4	None

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Purpose: Limited Liability Partnership (LLP) set up to pursue engagement of the UK National Parks family with the corporate sector.  Partners: UK National Park Authorities and BA BA lead officer: Chief Executive	member of the National Parks family.			
NATIONAL PARKS UK COMMUNICATIONS TEAM  Purpose: National promotion and branding of UK National Parks and BA  Partners: UK National Park Authorities, National Park Partnerships and BA  BA lead officers: Chief Executive (Lead CEO for Communications) and Head of Communications	Raises the profile of National Parks with the public through a jointly funded Communications Team, based with hosted and employed by the Broads Authority.	Until 202 <u>32</u> /2 <u>43</u>	Funding from 15 UK National Parks and from National Parks Partnerships.  BA contribution in 20223/234 is £4,9002,213. This replaces NPUK subscription;  -BA hosts the team on behalf of all 15 National Parks employing 2 FTE — This agreement transfers to the Peak District NPA on 8 January 2024 as new hosts of the unit.also employs	Keep Chairs and Chief Executives informed of progress; host and line manage team; lead on strategic planning for team activity through Heads of Comms Steering Group. (to 8 January 2024)  From 8 January 2024, the BA commitment of officer time will reduce to providing strategic input and

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
			two officers as benefit in kind.	collaborative team activity 300 hrs P/A dropping to 100 hrs PA from January 2024
NORFOLK AND SUFFOLK BROADS CHARITABLE TRUST ('The Broads Trust')  Purpose: Fundraising charity to stimulate and support sustainable and high qualities projects in the Broads with clear public and community benefits.  Partners: Trustees  BA lead officer: Director of Strategic Services  BA members: Nigel Brennan, Paul Hayden & Martyn Hooton	The Trust manages the 'Love the Broads' visitor giving scheme and promotes sustainable improvements to benefit the Broads.	Ongoing	Fundraising charity; in kind support from BA officers	Provide officer support, particularly in respect of bidding for external funding. 40 hours p/a
RIVER WENSUM STRATEGY PARTNERSHIP  Purpose: To promote the regeneration and management of the River Wensum in Norwich	Coordinated management of River Wensum. Opens up opportunities for funding and supports	Strategy adopted by BA in July 2018; action	Project delivery underway; further funding needed for future activity.	Support delivery of action plan.  20 hours p/a

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Partners: Norwich City Council, Norfolk County Council, Environment Agency, Norwich HEART, Norwich Society, BA  BA lead officer: Director of Strategic Services. Delivery Board attended by Waterways & Recreation Officer.	partnership working on cross-party issues such as access/mooring improvements and dealing with anti-social behaviour and abandoned vessels.	plan to end <del>2022</del> 2024.	Anticipated that significant part of any project cost will be raised from external funding applications or CIL.	
UK NATIONAL PARKS CHARITY FOUNDATION  Purpose: To provide a vehicle for charitable giving by the corporate sector.  Partners: UK National Park Authorities and BA, though not all have yet committed to membership.  BA lead officer: Chief Executive	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.	Ongoing	No assets as yet	None.
WATER RESOURCES EAST  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.  Partners: Anglian Water, Essex & Suffolk Water, Cambridge Water Company, Severn Trent Water,	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,	BA joined WRE Board in Sept 2019; WRE in place to production of Regional Plan in Sept 2023.	BA contribution is £,15,000 for 2022/23	Take part in WRE board meetings and workshops. Xx hours p/a ??

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
Affinity Water, County Councils, NFU, BA. Other organisations may join in.  BA lead officer: Director of Strategic Services	environment and economy to reach their full potential." It is a Company Limited by Guarantee pioneering a collaborative approach to water resources planning.			

# Recently ended partnerships

Details of partnership agreement	Benefits to the BA	Details of partnership closure
Purpose: To build capacity and capability in the Broads helping landowners and managers overcome barriers to peatland restoration, provide vital baseline environmental information and develop a carbon finance Partners: BA (lead), Palladium, Environment Agency, Natural England, Water Management Alliance, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Wildlife Trust, Suffolk Wildlife Trust, National Trust, 15 landowners.  BA lead officer: Director of Strategic Services	The activities made a difference to BA's ability to work with farmers and land managers to unlock the multiple barriers around land and water management.  The restoration plan for Buttle Marsh was developed as part of the Broads Peat Discovery project.  The lessons learnt helped develop other projects and activities carried out either by the BA (FibreBroads) or other partners.	Project closed at the end of August 2023. The final claim was submitted in September 2023.

Details of partnership agreement	Benefits to the BA	Details of partnership closure
CANAPE  Purpose: Creating a new approach to peatland ecosystems (EU Interreg North Sea Region project).  Partners: BA (lead partner), VHL University of Applied Sciences (NL), Waterschap Hunze En Aas (NL), Naturstyrelsen (DK), Natuurpunt Beheer VZW (BE), Landkries Diepholz (DE)  BA lead officer: Director of Strategic Services	Enabled the delivery of Hickling restoration. The lessons learnt helped develop other projects and activities carried out either by the BA (Broads Peat) or other partners.	Project closed at the end of March 2023. The final claim was submitted in May 2023.
Purpose: EU Interreg project to develop and promote 'experiential tourism' to extend the visitor season and attract new visitors.  Partners: Norfolk County Council (lead partner), 14 partners in France and UK (Norfolk, Kent, Cornwall, Pas-de-Calais, Compiègne, Brittany)  BA lead officer: Head of Communications	Development and marketing of tourism experiences which can be booked online Book experiences (visitthebroads.co.uk) Installation of new tourism signs. Display at Forum in Norwich Marketing campaigns including outdoor, paid social and print	Project closed at the end of June 2023.
WATER RESOURCES EAST  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.  Partners: Anglian Water, Essex & Suffolk Water, Cambridge Water Company, Severn Trent Water, Affinity Water, County Councils, NFU, BA.  BA lead officer: Director of Strategic Services	Engagement at senior level with key partners in relation to water management, in particular Anglian Water and Essex & Suffolk Water.	Director of Strategic Services resigned from WRE Board following the Broads Authority decision to step down as a Principal Funding Member from the end of March 2023.

Details of partnership agreement	Benefits to the BA	Details of partnership closure

Register updated: <del>02</del>08/<del>12</del>11/<del>22</del>23 Next update due: <u>March</u> <del>2023</del>2024

Presented to ARC on 21/11/23 and BA 24/11/23

Contact officer: Senior Governance Officer