

**Annual Report on Partnership Arrangements**  
Report by Monitoring Officer and Solicitor to the Authority

<b>Summary:</b>	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.
<b>Recommendation:</b>	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 2.3.

## **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, usually referred to as partnerships, 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.

1.3 A partnership can be defined as 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 which contribute to the purposes and objectives of the Authority. 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).

1.4 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.

## **2 Register of Partnerships and Partnership Action Plan**

2.1 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 duration of the partnership;
- d. 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.

2.2 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.

- 2.3 The Register of Partnerships and Partnership Action Plan are reviewed by the Management Team on an annual basis. This review was completed on 9 November 2015, 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.
- 2.4 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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Date of report:	16 October 2015
Broads Plan Objectives:	None
Appendices:	APPENDIX 1 – Register of Partnerships APPENDIX 2 – Partnership Action Plan

## Register of Partnerships

Name and Purpose of Partnership	Partners Involved/ BA Lead Officer	Duration of partnerships	Financial Arrangements/BA Contribution	Operational Risks and Mitigation Measures
<b>Trinities Partnership.</b>  To safeguard and enhance the Trinity Broads for wildlife and people through the delivery of improved water quality, biodiversity and public access.	Broads Authority  Environment Agency  Natural England  Northumberland Water Ltd (T/A Essex and Suffolk Water)  The Norfolk Naturalists Trust (T/A Norfolk Wildlife Trust)  BA Lead Officer – Senior Ecologist (AK)	<p>The Partnership is subject to a term of 5 years of the Trinity Broads Management Plan 2012-2017 through a Draft Statement of Joint Working which is yet to be finalised.</p> <p>The Statement of Joint Working will terminate on the fifth anniversary of the commencement date or earlier if terminated under the partnership agreement.</p>	<p>The funding for the partnership is primarily financed by the lead partner Northumberland Water Ltd trading as Essex &amp; Suffolk Water. Additional funding is discretionary for all other partners including the Broads Authority. The annual BA contribution is likely to be less than £10,000 plus officer time for project delivery.</p>	<p><b>Financial Risk.</b> The main financial risk for the Authority is minimal due to the low value of the BA expected funding. Regular reporting by project officers will further reduce risk.</p> <p><b>Partnership Risk.</b> 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 Northumberland Water Ltd will ultimately be responsible for the management of the site if the partnership were to fail.</p>
<b>Association of Inland Navigation Authorities (AINA).</b>  (i) To represent the collective views of navigation authorities to Government, regulators, other policy makers, funders and stakeholders; (ii) To provide information, advice	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	<p>The Partnership has no specific end date although a recent review of the Constitution has taken place.</p>	<p>BA contribution is approximately £3,200 per annum.</p>	<p><b>Financial Risk.</b> 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><b>Partnership Risk.</b> 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 failing</p>

and good practice for the management, operation and development of inland waterways for navigation and wider use.	charitable trusts.  BA Lead Officer – Senior Waterways and Recreation Officer (AC)			
<b>The Broads Landscape Partnership</b>	<p>Broads Authority, Broads Society, Broads Tourism, 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 Planning and Resources (AL)</p>	Partnership was originally time limited to October 2015 and was dependent on a successful first stage HLF bid which has now been confirmed. There will be a need for a refresh of the partnership arrangements at the Development Stage beginning in January 2016.	<p>BA contribution is £50,000 cash in 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 contributions will also be made by Project Partners.</p>	<p><b>Financial Risk –</b> There is a limited financial risk for the Authority. The key risk would be expenditure incurred above the contribution. Resources required to prepare and submit the initial bid. 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><b>Partnership Risk –</b> 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>
<b>Broads Beat</b>	<p>Broads Authority, Norfolk Constabulary, Environment Agency,</p> <p><b>BA Lead Officer:</b> Head of Ranger Services (AV)</p>	The Partnership is on-going and not time-limited.	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	<p><b>Financial Risk –</b> 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><b>Partnership Risk –</b></p>

			Broads Beat patrols.	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.
<b>Broadland Catchment Partnership.</b>  To provide steering of the Broadland Catchment approach to source funding, agree targets/projects in collaboration with partners	Broads Authority Norfolk Rivers Trust Environment Agency Natural England Water Management Alliance Anglian Water Essex and Suffolk Water NFU RSPB Defra  BA Lead Officer – Broadland Catchment Partnership Officer (NP)	The partnership was due to expire on 31 March 2015 but the partners agreed to extend this further indefinitely.	BA contribution is £12,471 for 2015/16.	<b>Financial Risk.</b> The main financial risk is that funding can be terminated by DEFRA, NE and EA if the work is not delivered. If the BA withdrew from the partnership, there would be a cost to pay back. The financial resources are limited, but these would be paid back to partners pro rata in the event of termination. There is also the potential risk of redundancy for the staff member in future if the partnership is terminated.  <b>Partnership Risk.</b> The main risk to the partnership would be the withdrawal of one of more of the partners from the partnership thus potentially increasing the financial burden on the remaining partners for the future.
<b>National Parks – UK</b>  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.	National Parks – UK is partnership of the 15 national park authorities in Great Britain (10 in England including the Broads Authority, 3 in Wales and 2 in Scotland).  National Parks – England is a partnership of the 10	The partnership is not time limited	The contribution to NP – UK will be £7,750 in 2015/16.  The BA contribution to NP England in 2015/16 will be £17,910.  All parks contribute equally.	<b>Financial Risk.</b> The main financial risk for the Authority is a continuing decline in National Park Grant (Defra Funding)  <b>Partnership Risk.</b> The main risk to the partnership would be the withdrawal of one of 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><b>National Parks England</b></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.</p>	<p>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. The Chief Executive is a member of the two Chief Executive Groups.</p> <p>BA Lead Officer – Chief Executive (JP)</p>			
<p><b>National Parks Partnership</b></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 – Peter Dixon</p> <p>BA Lead Officer - Chief Executive (JP)</p>	<p>The Partnership is not time limited.</p>	<p>£10,000 in 2014/15 towards the start-up costs.</p> <p>No contribution in 2015/16</p>	<p><b>Financial Risk</b> – no return on investment, low risk given limited financial contribution</p> <p><b>Partnership Risk</b> – 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><b>Broads Tourism</b></p> <p>To develop and promote</p>	<p>Broads Authority</p> <p>Broads Tourism</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</p>	<p><b>Financial Risk.</b> Minimal financial exposure since contributions are limited to in-kind support from staff who could be re-deployed elsewhere, plus</p>

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.	BA Lead Officer – Tourism Promotion Officer. (BH)		Broads Tourism, as well as occasionally producing leaflets or other publications and attending shows or other promotional events.	occasional publications etc. In addition, there is an annual external audit undertaken by the organisation.  <b>Partnership Risk.</b> This is minimal since the BA could simply cease tourism activities if Broads Tourism were to be dissolved or choose not to work with the Broads Authority any more.
<b>River Wensum Strategy Partnership</b>  To promote the Regeneration and management of the River Wensum in Norwich	Norwich City Council, Norfolk County Council, Environment Agency, Norwich HEART Norwich Society  BA Lead Officer – Senior Waterways and Recreation Officer (AC)	There is no formal partnership agreement in place as the partners are currently at the stage of drafting an agreed strategy document and action plan and this will be taken to the Broads Authority for ratification when it is complete.	Project delivery and funding is something that is still under negotiation between partners.  It is anticipated that a significant part of any project costs will be raised from external funding applications or CIL.	<b>Financial &amp; Partnership Risks.</b>  Whilst the partnership is still in its inception, it is difficult to fairly assess what risks may arise. When the proposed Partnership agreement is presented to members, a report will articulate any potential/foreseeable financial and partnership risks.
<b>Whitlingham Country Park.</b>  To secure the effective management of the country park, including the development of policies and provision of services.	Broads Authority Whitlingham Charitable Trust (WCT)  BA Lead Officer – Director of Operations (TW)	The partnership is subject to a rolling three year Service Level Agreement. The current SLA was dated 26 September 2015.	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.	<b>Financial Risk.</b> 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.  <b>Lack of clarity regarding roles and responsibilities at the operational level.</b> This has been addressed through the Service Level Agreement.  <b>Risk of injury/accident to staff/members of the public.</b> 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.
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Updated October 2015

## Review of Partnerships: Action Plan

Issue	Action Taken/To be Taken	Responsible Officer (s)	Timetable (where appropriate)
<b>Trinities Partnership</b>			
No Issues identified	N/A	N/A	N/A
<b>Association of Inland Navigation Authorities</b>			
No Issues identified	N/A	N/A	N/A
<b>Broadland Catchment Partnership</b>			
No Issues identified	N/A	N/A	N/A
<b>National Parks England</b>			
No Issues identified	N/A	N/A	N/A
<b>Broads Tourism</b>			
No Issues identified	N/A	N/A	N/A
<b>Whitlingham Charitable Trust</b>			
The relationship as a provider of services (e.g. financial and	The SLA in place at last year's Annual Review ran until 31 March 2015. Work	Director of Operations	Completed

Issue	Action Taken/To be Taken	Responsible Officer (s)	Timetable (where appropriate)
secretarial) needs to be updated in the Service Level Agreement to reflect current roles and clarify certain areas.	<p>was undertaken with the WCT leading to an updated SLA approved with WCT on 26 September 2015</p> <p>(Note this was included as a Medium Priority action in the Annual Governance Statement Action Plan for 2014/15)</p>		

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