

Strategic Partnerships

Report by Head of Governance and Executive Assistant

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 and the Annual Governance Statement if significant.
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 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 contract working 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 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. Significant actions which have been identified through the

Management Team review have also been 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 in June. This review was completed on 23 June 2014, 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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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
Trinities Partnership. 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 – Director of Planning and Resources	The Partnership is subject to a term of 5 years through an agreement drafted in 2014 which is yet to be finalised. The agreement will terminate on the fifth anniversary of the commencement date or earlier if terminated under the partnership agreement.	The funding for the partnership is primarily financed by the lead partner Northumberland Water Ltd trading as Essex & 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>Financial Risk. 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 as early withdrawal from the agreement is provided under the terms of the agreement.</p> <p>Partnership Risk. The Partnership Agreement limits liabilities and also sets out provisions for the withdrawal and termination of the partnership agreement. 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>
Association of Inland Navigation Authorities (AINA). (i) To represent the collective views of navigation authorities to Government, regulators, other policy makers,	18 partners - They include Canal & River Trust, the Environment Agency and the Broads Authority, in addition to national park authorities, local government authorities, private	The Partnership has no specific end date although a recent review of the Constitution has taken place.	BA contribution is approximately £3,200 per annum.	<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.</p>

<p>funderson and stakeholders;</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>canal companies, internal drainage boards, and a variety of public and charitable trusts.</p> <p>BA Lead Officer – Chief Executive (Current Chair of the Executive Cttee) and Senior Waterways and Recreation Officer</p>			<p>Withdrawal of one partner would not necessarily result in the partnership failing</p>
<p>Broadland Catchment Partnership.</p> <p>To provide steering of the Broadland Catchment approach to source funding, agree targets/projects in collaboration with partners</p>	<p>Broads Authority Environment Agency Natural England Water Management Alliance Anglian Water Essex and Suffolk Water NFU RSPB Defra</p>	<p>The partnership will currently expire on 31 March 2015, but this can be extended should the partners agree.</p>	<p>BA contribution is £7,000 for 2014/15</p>	<p>Financial Risk. The main financial risk is that funding can be terminated by 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.</p> <p>Partnership Risk. 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.</p>
<p>National Parks – UK</p> <p>Partnership with the UK parks principally to deliver training and development for</p>	<p>National Parks – UK is partnership of the 15 national park authorities in Great Britain (10 in England including the Broads</p>	<p>The partnership is not time limited</p>	<p>The contribution to NP – UK was £7,000 in 2013/14 and is being held at that level for 2014/15.</p> <p>The BA contribution to NP</p>	<p>Financial Risk. The main financial risk for the Authority is a continuing decline in National Park Grant (Defra Funding)</p> <p>Partnership Risk. The main risk to the partnership would be the withdrawal of one of</p>

<p>members and branding for the family as a whole. More recently a strong focus on corporate sponsorship and UK tourism.</p> <p>National Parks England</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>Authority, 3 in Wales and 2 in Scotland).</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. The Chief Executive is a member of the two Chief Executive Groups.</p>		<p>England in 2013/14 was £17,900.</p> <p>All parks contribute equally.</p>	<p>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>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>Broads Authority</p> <p>Broads Tourism</p> <p>BA Lead Officer – Tourism Promotion Officer.</p>	<p>The Partnership is on-going and not time-limited.</p>	<p>The BA 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.</p> <p>Partnership Risk. 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.</p>

<p>Whitlingham Country Park. 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>BA Lead Officer – Head of Strategy and Projects</p>	<p>The partnership is subject to a rolling three year Service Level Agreement. The current SLA was dated 13 June 2011 but has been extended to cover the period to 31 March 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.</p> <p>Lack of clarity regarding roles and responsibilities at the operational level. This has 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.</p>
<p>PRISMA Project. To provide a framework for the Authority and European Partners to work together on the project as set out in the Project application, and as required by EU rules, to address promoting integrated sediment</p>	<p>Broads Authority (BA)</p> <p>Waterwegen en Zeekanaal NV (lead partner)</p> <p>Hoogheemraadschap van Schieland en de Krimpenerwaard</p> <p>ARMINES agissant</p>	<p>The Partnership is subject to a maximum term of 4 years 11 months, through an agreement drawn up on 14 November 2011. This covers a period from 1 August 2009 to 30 June 2014, though the agreement will</p>	<p>The funding for this project is part-financed by the European Regional Development Fund (ERDF) at a provisional maximum of €921,560 for the Broads Authority. This is based on a 50% contribution towards allowable expenditure on this project during the term, with the Authority providing the</p>	<p>Financial Risk. The main financial risk for the Authority will be if expenditure is incurred, invoiced and paid for outside the allowable term within the agreement (i.e. after 30 June 2014). Review of planned work programmes for 2013/14 will ensure that completion will be possible to facilitate invoices to be paid within the term. Should the Authority decide not to take forward a work strand, the cost should be neutral to the Authority.</p>

management.	<p>via le Centre de Doual - DGCE</p> <p>BA Lead Officer – Director of Operations</p>	<p>terminate on the date on which the Partners have collected their share of the final transfer of ERDF funds from the Lead Partner (currently projected to be November 2014).</p>	<p>other 50% in match funding.</p>	<p>There is a minor financial risk associated with the length of time it takes to receive payment from the ERDF. However, though this might affect cash flow, it will not affect the final net outcome for the Authority.</p> <p>There is a minor financial risk should the Authority not satisfy the requirements for qualifying for grants as they apply within the context of the Project. However, agreement by the Steering Board on the proposed programmes of work should mitigate this risk.</p> <p>There is a financial risk that the Authority will not be able to claim grant funding for activities if the Authority is excluded from the Project (under default in accordance with Article 31). However, this applies to further activities from the point of exclusion and the Authority would need to assess whether it could continue to fund the work in isolation at that time.</p> <p>Partnership Risk. The Partnership Agreement (Article 31) covers delay and default on the part of one or more partners. It is not anticipated that any default on the part of partners would have an effect on the Authority claiming payments from the ERDF for any of the Authority's expenditure up to that time. Any major default by a partner would have to be assessed at that time to determine whether there was any future affect on the Authority's ability to draw down funds and therefore whether to commit further funding to the project.</p>
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Updated June 2014

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
National Parks England			
No Issues identified	N/A	N/A	N/A
Broads Tourism			
No Issues identified	N/A	N/A	N/A
Whitlingham Charitable Trust			
The relationship as a provider of services (e.g. financial and	The current SLA runs until 31 March 2015. Work will be undertaken with the	Head of Strategy and Projects/	By 31 March 2015

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.	WCT to generate an updated SLA for 31 March 2015 (Note this has also been included as a Medium Priority action in the Annual Governance Statement Action Plan for 2014/15)	Head of Governance and Executive Assistant	
The surrounding Estate has been discussing with the BA and WCT how new development could and should be incorporated into future plans	Although the long term strategic plan should provide sufficient guidance on priorities and possibilities, there have been some challenges identifying the best way forward on new builds. To help determine this a small group of BA members has come together to work with the lead director to help direction and decisions. Should the work proceed at some time in the future a new partnership agreement will be required with relevant partners	Director of Operations	The Broads Authority on 11 July 2014 resolved that with much regret, the Whitlingham Country Park Development Project does not proceed at this juncture.
PRISMA			
No Issues identified	N/A	N/A	N/A

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