

### 1. The Lake District National Park Partnership

(taken from The Partnership's Plan pg. 99).

The management approach that has been adopted in the Lake District by far exceeds the statutory requirements of the National Park Authority of producing a Management Plan, and public bodies having regard to National Park purposes. The establishment of the Lake District National Park Partnership in 2006 brought together all the key stakeholders with influence on the future of the Lake District – and in 2010 the Partnership adopted their first Partnership's Plan, which was a wholly new approach to the statutory management plan required for every National Park. Every partner endorsed and had ownership of the Plan.

All Partners, including the Lake District National Park Authority, have an equal standing on the Lake District National Park Partnership. The Partnership is made up of representatives from the public, private, community and voluntary sectors. 25 partner organisations in all have adopted a shared Vision which it is committed to achieving by 2030.

The Partnership is the first in the English family of National Parks to come together in this way and remains unique in its approach. The breadth and diversity of its membership is a key strength, particularly as it includes representatives from private, community, voluntary and public sectors such as the National Farmers Union, Cumbria Tourism, and Cumbria Association of Local Councils. The all-encompassing nature of the Partnership, representing all of the main interests in the Lake District, gives this approach credibility and strength. The Partnership's existence is a reflection of long established successful management of the Lake District, and the formalised Partnership approach since 2006 is the product of a collective recognition and commitment to work as effectively and efficiently as possible together, in the best interests of the Lake District. Other key partner agencies have statutory responsibilities that relate to the management of the Lake District's Special Qualities.

For instance, Natural England is the government agency whose general purpose is to ensure that the natural environment is conserved, enhanced and managed for the benefit of present and future generations. Their role includes the protection of designated wildlife sites and giving advice and incentives for site management. Natural England's purpose fits very closely with National Park purposes and they are an important delivery partner.

The Forestry Commission is another one of the 25 partners, and they own approximately 5 per cent of the Lake District area, and are also the non-Ministerial Government Department responsible for forestry in Great Britain.

Historic England is the Government's adviser on the historic environment, with a statutory duty to conserve the historic places and to promote public understanding and enjoyment of the heritage.

The Environment Agency has statutory duties and powers to protect and improve the environment in England. Water quality, water resources management, and flood risk management are all important in the Lake District, and effects of climate change will make them all the more critical in the future.

The National Trust is another example of a partner, but is unique in that its birth arose from the same conservation movement in the Lake District that led to the creation of the UK's National Parks. The National Trust owns 19 per cent of Lake District area.

Every partner is of equal importance to the effective functioning of the Partnership, as it is its diversity of representation that makes it a driving force for the Lake District's management – its strength is provided by the shared commitment to a single Vision for the Lake District.

The Partnership has now reached maturity and all 25 partners are working effectively together under an agreed Memorandum of Understanding to focus on delivering the Vision. We have collective commitment to the World Heritage Site bid and the obligations that we are committing to.

## 2. Other useful information:

### 2a. Partnership MOU

There is a long version of the Partnership's MOU in the Partnership's Plan however in 2016 the Partnership revisited and simplified the memorandum as follows:

#### **The Partnership Purpose**

- Working together to deliver the Lake District vision - prioritising action on the ground.
- Helping individual member organisations enhance delivery of their own objectives.
- Delivering 'more than the sum of the parts' through effective collaboration.
- Sharing and jointly utilising knowledge and resources.
- Building consensus, where possible, to address difficult issues by finding or creating common ground and developing solutions that are acceptable to all parties.
- Publicising the work of the Partnership to demonstrate its effectiveness and encourage further engagement and collaboration.

#### **How we will work together:**

- ***Collaborate and co-operate.*** Ensure that activities are delivered and actions taken as required.
- ***Be accountable.*** Take on, manage and account to each other for performance of the respective roles and responsibilities, commitments and actions.
- ***Be open.*** Communicate openly about major concerns, issues or opportunities relating to the Partnership;
- ***Learn, develop and seek to achieve full potential.*** Share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;
- ***Adopt a positive outlook.*** Behave in a positive, proactive manner;
- ***Adhere to statutory requirements and best practice.***
- ***Act in a timely manner;***
- ***Engage stakeholders effectively;***
- ***Deploy appropriate resources.*** Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in the Partnership's Plan; and
- ***Act in good faith*** to support achievement of the vision.

Partners also wanted to be reminded of the role that the LDNPA plays in the partnership.

#### **The role of Lake District National Park Authority**

The LDNPA established the Partnership, as an equal partner. We will show leadership through facilitating the Partnership as equal partners. We expect others to lead where they are best placed to do so.

We will be clear where we are leading. And clear when we are others are.

Within this framework, the LDNPA has specific responsibilities to develop and monitor the Partnership Plan and the Local Plan for the National Park and to produce a State of the Park Report.

The LDNPA facilitates the Partnership. This is coordinated by a dedicated Partnership support team (“Partnership Support Team”). This team will be resourced by the LDNPA and now includes secondees from partners to make it more independent .

The Partnership Support Team will work closely with all Partners and the Chair of the Partnership to ensure effective partnership working. T

Team shall provide a management resource that will:-

- Provide energy and purpose to the partnership.
- Help broker and facilitate issues or actions within the Partnership.
- Be responsive to the needs of the partners and focus our energies on actions that the partners have asked for.
- Deliver the partnership improvement/change agenda.
- Promote knowledge exchange and the development of relationships.
- Enable Partners to use the partnership to deliver on the ground.

In addition:

- Coordinate Partnership meetings, prepare agendas and minutes
- Deal with any communication
- Facilitate the preparation of the Partnership’s Plan, its annual review together with its associated monitoring
- Produce monitoring reports, annual reports and the State of the Park Report
- Facilitate other specialist sub groups where required
- Deal with Partnership responses to local, regional and national consultations, topics or issues

## 2b. ‘Risks and Issues’

You may find it helpful to review section 2.4 (page 88) of the Partnership’s Plan. Whilst some significant changes have occurred since the time of publication e.g. Brexit and Cumbria Catchment Pioneer (piloting the emerging Defra 25 year plan), here you will find useful context regarding key issues affecting the Park and therefore the Partnership.

## 2c. Partnership Improvement Project

In 2016 the Partnership undertook a Partnership Improvement Project to ensure that it remains effective. 23 of the 25 Partners undertook peer to peer interviews (i.e. partners interviewed each other).

The project's key findings were:

There were a number of positive reflections on the value of the partnership – ranging from the networking and relationships, to examples of sharing of expertise and resource to deliver the vision. We are doing well as a partnership, but want to do better. There is an appetite for change. In terms of improvement, there are 5 key messages from the Peer to Peer Interviews:

- Restate and be clear on the Partnership's purpose.
- Ensure mutual understanding of each Partner's objectives and enhance mutual benefits from Partnership Working.
- Support Individual Partners secure wider buy in from their organisation.
- Be clearer on the role of the LDNPA.
- Reform ways of working (from meeting formats/location to subgroups).

## What you told us about the benefits of Partnership Working

- Positive commitment to place and partnership working.
- Multiple benefits identified – networking, information sharing, sharing of resources, co-delivery of actions.
- More appetite to realise greater benefits evident.
- Recent examples... collaboration on funding bids, collaboration on a sustainable land management tool.

*Inclusion in a long term agenda, with wide buy-in from partners*

*Shared agenda's – greater voices behind certain initiatives (eg second homes, World Heritage).*

*Collaboration has allowed broad engagement between partners that may not have been there before*

*Opportunity to influence*

*But the paperwork and time commitment don't make it easy*

# What you told us about the clarity of our purpose

## Key Messages:

- We have a vision for the place.
- We need to be explicit and restate and be clear on the purpose of the partnership.
- Move further towards alignment and sharing of resources.
- We need better delivery on the ground

*"Partners within partnership achieving something over and above what they would have done anyway"*

*"There is a need for it to focus on effective co-ordinated delivery, not just to be a talking shop"*

*"It's a place for those with a shared interest in the National Park – and the place for the conversations about the National Park between a huge variety of partners with an interest in the Lake District to happen, especially where there is a conflict of interests"*

*"The LDNP partnership plan is more a collection of projects which are already being carried out by partners, with actions which are centred around research or information gathering, not on-the-ground delivery. The plan is not currently influencing the objectives of the partners nor particularly altering their actions."*

# What you told us about us about mutual understanding & benefits.

## Key Messages:

- Partners agreed that our greatest strengths was networking and relationships (prerequisites for joint work).
- Need for understanding between partners about each other's aims and objectives, challenges and priorities.
- Clarity on what each partner offers and what they want from the Partnership.

*The good thing about the Partnership is its openness to disagreement – e.g. partners don't have the same interest but can focus on interests in common. This relies on good partner behaviour and trust.*

*lack of traction with ecological issues within the partnership*

*....members do feel that the Partnership represented too many conservation interests*

*in a superficial way – a veneer which is reinforced by the way of working. In fact the Partnership will be stronger when some of those veneers are broken down". But this won't happen when the park is managing everything."*

*"There are sometimes misrepresentations of an organisation's stated aims and objectives in order to polarise positions, and this is not helpful."*

# What you told us: Individual V Organisational engagement .

kevin

## Key Messages

- Partners have a genuine personal commitment to the Partnership.
- There is often a different level of engagement between the individual who attends the Partnership and the organisation they represent at the Partnership.
- There is a need to communicate the benefits and potential of the partners within partner organisations.

Disconnect between Operational and Management in Partnership

I am personally committed, but for my organisation it is "a could do rather than a must do"

How does Partnership be a mechanism for delivering our objectives?

*"You get out what you put in"*

## Consistent feedback: make explicit the role of the LDNPA

### Key Messages.

- Need to clarify the LDNPA role. Can be a leader/ facilitator and/or an equal partner. Can be all, but needs to be explicit when undertaking each role.
- Some partners want more leadership from LDNPA.
- Partnerships work well where partners lead on areas that they are best placed to lead on.

*People don't see the difference between LDNPA and Partnership*

*The Partnership should strive to be a Partnership of equals*

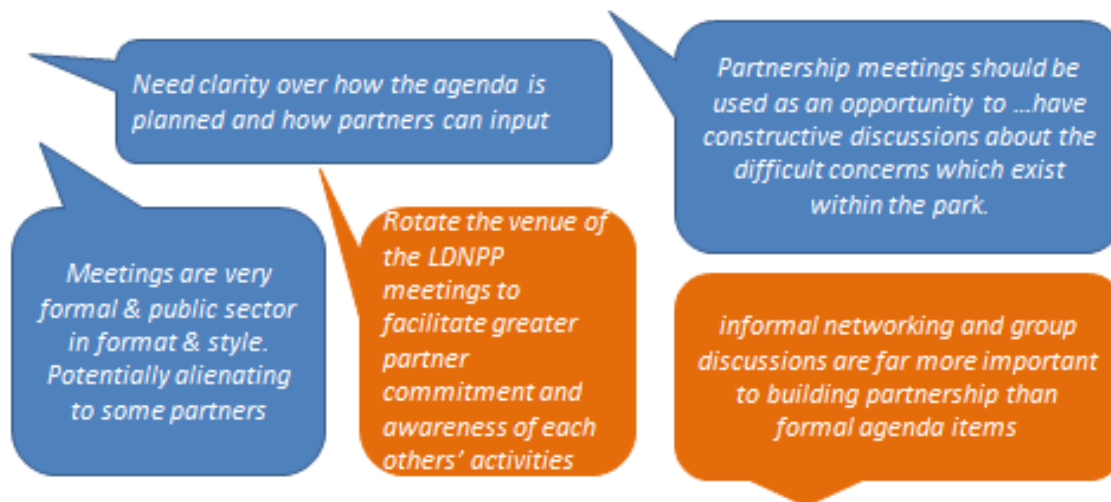
*LDNPA show leadership by facilitating others to use the partnership*

*Partners lead where they are best placed to do so – for example flooding.*

# Partnership Ways of Working (1)

## Key Messages.

- General consensus that the meetings aren't really helping the Partnership deliver.
- The value of the Partnership is greater than the Partnership meeting content.
- People told us it is the opportunity to network, build relationships and build teams of partners.
- Not all content and issues are relevant to all partners, and a balance needs to be struck.



# Partnership Ways of Working(2)

## Key Messages.

- General consensus that the balance of membership is about right
- Better way of engaging with subgroup interests (particularly farming and forestry) Non-partner organisations needed (such as land owners and rivers trusts on specific issues.
- People told we need to think about how we engage with our communities more directly and also visitors.

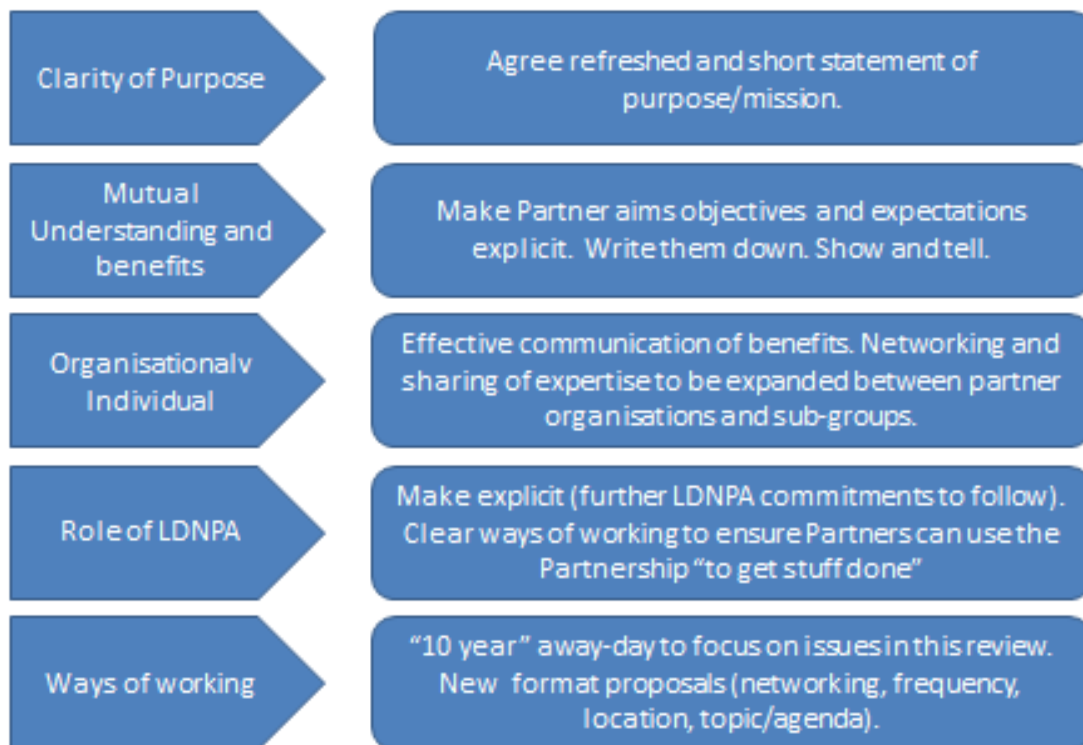
## Feed-back from the Sub-Groups

### Key Messages.

- A general point is that the Partnership needs to be more agile in terms of forming task and finish groups.
- Farming and Forestry Task force is being re-constituted with the expectation that an independent chair from this group;
- External Fundraising group is being re-convened on 22 March to identify whether and how information and expertise on resources can be raised.
- BTF have agreed to attract more diverse membership and are having further discussions.
- Other groups will remain.



# Partnership Improvement



Delivery of these actions has already begun.