

## **Broads Authority**

Minutes of the meeting held on 17 September 2010

### **Present**

Mrs S Blane	Mr P Durrant	Dr J S Johnson
Mr D A Broad	Mr P Frost	Mr A S Mallett
Mrs J Brociek-Coulton	Dr J M Gray	Mr G McGregor
Mr M C Broom	Mr C Gould	Mr J Sharpe
Mr N Dixon	Mrs A Haswell	Ms R Varma
Sir Peter Dixon	Mr G W Jermamy	Mr P Woodcock
Mr S Dorrington		

### **In Attendance**

Dr J Packman – Chief Executive  
Mrs S A Beckett – Administrative Officer  
Mr S Bell – For the Solicitor and Monitoring Officer  
Ms M Conti – Broads Strategy Officer  
Mr R G Holman – Director of Corporate Services  
Mr S Hooton – Director of Conservation and Countryside Management  
Mrs A Long – Director of Planning and Strategy  
Mr J W Organ – Head of Administration and Executive Assistant  
Mrs L Shute – Administrative Officer  
Ms T Wakelin – Director of Waterways

### **Also Present**

Mr J Bowman – Chairman of the Broads Forum

### **1/1 Apologies and Welcome**

Apologies for absence were received from Mr M Cook (Chairman of Standards Committee), Mr A Duce and Ms C Sheridan.

### **1/2 Appointment of Chairman**

The Chief Executive invited nominations for the position of Chairman for the forthcoming year.

It was proposed and duly seconded that Dr Johnson be appointed as Chairman.

There being no further nominations, it was

RESOLVED

that Dr Johnson be appointed as Chairman of the Authority for the forthcoming year.

Dr Johnson in the Chair

**1/3 Appointment of Vice Chairman**

It was proposed and duly seconded that Mr Mallett be appointed Vice Chairman of the Authority for the forthcoming year.

There being no other nominations, it was

RESOLVED

that Mr Mallett be appointed as Vice Chairman of the Authority for the forthcoming year.

**1/4 Introduction of Members and Declarations of Interest**

Members introduced themselves and expressed declarations of interest as set out in Appendix 1 to these minutes.

**1/5 Chairman's Announcements**

**(1) Membership Appointments – Dr S Johnson and Mr J Sharpe**

The Chairman confirmed that both he and John Sharpe had received confirmation from Defra that they would be re-appointed for just one further year from 1 April 2011 to 31 March 2012 in view of the Government's review of national park authorities governance arrangements.

**(2) Welcome**

The Chairman welcomed Sir Peter Dixon to his first meeting of the full Authority.

**(3) ANPA Annual Conference: 20 – 23 September 2010**

Members noted that the Chairman, Mrs Blane, Mrs Brociek-Coulton, Mrs Haswell, Mr McGregor and Mr Mallett, together with two officers, would be attending the conference at Loch Lomond.

**(4) AINA (Association of Inland Navigation Authorities) Conference – 15 November 2010**

The Chairman announced that there was to be an open meeting and presentation on the changes and new arrangements for inland

waterway organisations to be held on Monday 15 November 2010. Anyone interested in receiving further details and wishing to attend, should inform the Chief Executive.

**(5) Visit by Minister for National Parks and Inland Waterways to the Broads**

Members noted that the Minister for National Parks and Inland Waterways, Mr Richard Benyon MP, had accepted an invitation to visit the Broads.

**1/6 Items of Urgent Business**

There were no items of urgent business.

**1/7 Public Question Time**

No questions had been received.

**1/8 Minutes of the Broads Authority Meeting held on 25 June 2010**

The minutes of the meeting held on 25 June 2010 were approved as a correct record and signed by the Chairman.

**1/9 Summary of Progress/Actions Taken Following Decisions of Previous Meetings**

The Authority considered a schedule of the progress/action taken following decisions of previous meetings. Additional information in response to members' questions was reported on the following:

**(1) Great Yarmouth Harbour Revision Order**

At its meeting on 2 September 2010, the Navigation Committee had largely supported the contents of the draft legal agreement to be entered into with the Great Yarmouth Port Company and suggested some minor improvements. These had been forwarded to the Port Company. It was anticipated that following advice from the Solicitor, the Authority would soon be in a position to withdraw its objection.

**1/10 Minutes Received**

**(1) Broads Local Access Forum: 16 June 2010**

RESOLVED

that the minutes of the Broads Local Access Forum meeting held on 16 June 2010 be received.

(2) **Financial Scrutiny and Audit Committee: 17 June 2010**

RESOLVED

that the minutes of the Financial Scrutiny and Audit Committee meeting held on 17 June be received.

(3) **Planning Committee: 18 June, 16 July and 13 August 2010**

Members welcomed the conclusions of the Cantley River/Rail Transport Working Group Feasibility Study received on 18 June 2010, which indicated that the opportunities for using alternatives to road transport were positive. It would depend on the commercial decision to be taken by British Sugar as to whether they would proceed with the project for which they had planning permission. The Authority would continue discussions with British Sugar at the appropriate time.

RESOLVED

that the minutes of the Planning Committee meetings held on 18 June, 16 July and 13 August 2010 be received.

(4) **Broads Forum: 22 July 2010**

RESOLVED

that the minutes of the Broads Forum meeting held on 22 July 2010 be received.

**1/11 Responding to the Spending Review**

The Authority received a report providing an update on the progress being made in preparation of the potential 30% reduction in National Park Grant as advised by Defra as a result of the Government's Spending Review. It was noted that this would mean a reduction of £1.48 million in the Authority's grant over four years on top of the 5% in-year cut and could not be achieved without major changes to the way in which the Authority was organised and operated. This would therefore impact on the number of staff employed and could not be accommodated by natural wastage or retirement alone.

A reduction in income of such magnitude had meant that the Authority would need to examine all its activities and the extent to which they were best suited to the future delivery of its statutory duties. The first tranche of a series of service reviews had been completed and had been considered by the Resource Allocation Working Group at its meeting on 16 September 2010. It had considered optimum ways of delivering the Authority's purposes with reduced resources including the organisational structure to continue to deliver an integrated approach to the management of the Broads.

A series of high level guidelines for the future allocation of expenditure were considered in detail. Members noted that there were also basic guiding principles provided by the Broads Act, the National Park Circular, the emerging Broads Plan, the Authority's Vision and Core Values, as well as emerging Government Policy including the "Big Society" and that a judgement needed to be made as to how the Authority prioritised where resources should be directed.

Members were supportive of the guidelines proposed, emphasising the importance of maintaining the special qualities of the area and the need to allocate resources where they would be most effective. It was considered important to maximise the potential for working with partners although it was also recognised that many of those partners, such as the local authorities, Natural England and the Environment Agency were experiencing the same pressures. It was therefore important to be innovative.

It was clarified that following the meeting of the National Park Authority Chairs and Chief Executives with the Defra Minister responsible for national parks, the government intended to review the Governance arrangements and accountability of national parks focusing on the number of members and composition of the national park authorities. As a first step in the process a consultation questionnaire would be issued. The terms of reference of the review would be circulated to members when it was received.

Minor amendments were suggested by members to the Guidelines for Future Allocation of Expenditure, as detailed in Appendix 2 to the minutes.

#### RESOLVED

- (i) that the progress being made in preparing for the anticipated significant reduction in National Park Grant following the Spending Review be noted; and
- (ii) that the Guidelines for Future Allocation of Expenditure, on how to take the Authority forward as amended and set out in Appendix 2 be adopted.

#### **1/12 Broads Plan Progress Report**

The Authority received a report on the consultation responses received on the first draft of the Broads Plan 2011. It was noted that all the responses would be analysed to help form the next stages of the review.

However in light of the timing of the Government Spending Review and decisions on National Park Grant, as well as funding for other public sector organisations, who were involved in delivering projects in the Broads area, the timetable for the review of the Broads Plan had been amended. The result of this was that a revised final Plan would be received for adoption at the Authority's meeting in March 2011 following a further period of consultation, in order to ensure robust priorities for the next Plan period of 5 - 7 years.

It was noted that there would be a members' workshop in late November, early December 2010 to consider draft amendments to the Plan.

RESOLVED

that the responses to the public consultation on the first draft Broads Plan 2011 be noted and the revised timetable be approved.

**1/13 Broads Local Development Framework: Development Management Policies Development Plan Document – Summary of Results of Further Consultation on the Preferred Options (7 June 2010 – 16 July 2010)**

The Authority received a report which provided an update on the preparation of the Development Management Policies Development Plan Document (DPD) and in particular the results of the most recent stage of consultation – Further Preferred Options.

A detailed commentary on the responses received, together with appropriate recommendations, would be reported to the Broads Authority on 19 November 2010 following consideration by the Navigation Committee on 21 October and Planning Committee on 5 November 2010. The Authority would be asked to endorse the publication of a set of revised policies for further consultation before these were submitted to the Secretary of State at the end of the year. It was noted that the policies would then be subject to public examination in Spring/Summer 2011.

Members welcomed the responses received and noted that some of these represented considerable challenges in providing appropriate wording for practical application. It was considered that the overall balance of the response was more positive than at first appeared due to the nature of defining "objections" and the need to scrutinise "soundness".

RESOLVED

that the report and the consultation responses be noted.

**1/14 Sediment Management Strategy Action Plan**

The Authority received a report setting out the current position with regard to the volume of material required for removal in order to achieve the Waterway Specifications, the current level of compliance achieved and the development of the Sediment Management Strategy (SMS) Action Plan 2010/11.

It was noted that the Navigation Committee had considered the Action Plan at its meeting on 2 September and a number of comments had been incorporated. Once approved, an updated SMS Action Plan 2010/11 document would be published on the Authority's website. This would provide transparency on the Authority's programme as well as ensuring the supporting data was publicly available.

Members welcomed the report and the progress being made. It was noted that meetings were being arranged with the Environment Agency and Natural England to look at the Strategy including the future of the River Chet. The Strategy would be revised and updated over the course of the coming year which would give guidance for future work.

RESOLVED

that the report be noted and the Action Plan for 2010/11 be endorsed.

### **1/15 Water Skiing Zones Mitiation and Wakeboarding Trial**

The Authority received a report setting out the proposed mitigation measures and variations to the Water Skiing Zones on the Broads and a proposed trial of recreational wakeboarding.

Members noted how the Stakeholder Panel, which had been formed as part of the legal agreement which set out the process for implementing the provisions in the Broads Authority Act 2009, had carried out the review and had concluded that existing arrangements to manage waterskiing and wakeboarding were satisfactory. The Panel had adopted a cautionary approach in its consideration of site specific risk assessments and in addressing the outstanding issues to reduce risks as it was conscious of local concerns. If approved, a wakeboarding trial would be carried out under strict limitations, rigorously monitored and reviewed after six months.

Members noted details of a consultation which had run via a Public Notice, correspondence and committees during July and August. The development of the new arrangements had been considered by the Broads Forum on 22 July 2010 and the Navigation Committee on 2 September 2010 and these had been largely supported.

RESOLVED

- (i) that the report be noted;
- (ii) that the Water Skiing Mitigation Proposals as set out for the River Waveney and River Yare at paragraphs 4.5 of the report be adopted namely:

River Waveney

- W1 and W2 to be amalgamated into one zone once channel marker posts had been removed from a bend between the two existing zones. The upstream limit of the existing W1 zone is moved downstream by 100m to further avoid the busy junction of the River Waveney and Oulton Dyke.

- W3 - the current downstream limit of the zone to be moved upstream 100m in order to remove the potential disruption to the BA moorings at Herringfleet.

#### River Yare

- Y1 - times to change to add Saturdays, Mondays, Tuesdays and Thursdays 16:00 until sunset over the summer period and also to add Wednesdays and Fridays 13.00 until sunset over the winter period. However this would not be implemented until detailed consultation with rowing interests had been completed, and therefore will not form part of the Public Notice at this time.
  - Y2 - to alter the times on Saturdays during the summer period to delay the start to 16.00 running until sunset. Further mitigation was identified which proposed moving the downstream limit of the zone upstream to a point just below the pump house at Claxton. This has the effect of removing the activity of skiing away from the hard engineered banks in this section.
  - Y3, Y4 and Y5 - to alter the times on Saturdays during the summer period to 16:00 until sunset; and
- (iii) that as from 1 April 2011 for a period of one year, a trial of waterskiing and wakeboarding (which allow for getting air) and manoeuvres take place in Waterski Zones Yare 3 and Yare 5 with a maximum limit of six concurrent users per zone.

#### **1/16 The Port Marine Safety Code: Safety Management System (SMS) Audit Report**

The Authority received a report which outlined the findings of an internal audit of the Port Marine Safety Code, Broads Authority Safety Management System Issue 2.

#### RESOLVED

- (i) that the report be noted;
- (ii) that the recommendations as set out in the report and set out below be endorsed:

#### **Conservancy**

- (1) that the remaining hydrographic data be published at the earliest convenience following the completion of the trial and that a formal programme be developed to set out an ongoing hydrographic survey regime;

- (2) that the Navigation Asset Management System (NAMS) development be accelerated in order that its subsequent delivery will underpin the effective management of aids to navigation. In addition a programme needs to be developed for the regular inspection and maintenance of aids to navigation;

### **Management of the Navigation**

- (3) that the website page relating to notice to mariners be regularly checked and maintained;
- (4) that a formal policy be developed in order to define responsibilities for the retention and maintenance of training records;
- (5) that the amendment and subsequent re-issue of the procedure relating to navigation works licences and the Navigation Works Guidance be actioned as soon as is practical;

### **Marine Services**

- (6) that the closing down of issues be recorded as a routine operation and feedback to the navigation rangers be part of a regular updating process;
- (7) that risk assessments be developed relating to the Navigation Rangers launches;
- (8) that a plaque stating the carrying capacity and maximum loading be affixed to vessels in order that both relief skippers and the public are informed of loadings and that compliance with the small passenger boat code be formally recorded;

### **Hazard/ Risk Assessment**

- (9) that the actions detailed in hazard review action plans be closed down in a timely manner. These actions should be linked to the Waterways Directorate work plan and if necessary individual personal objectives which are set annually;

### **Pilotage**

- (10) that the Authority engages with other pilotage providers to ensure that the Authority can continue to provide this service; and.
- (iii) that the Action Plan as set out in Appendix 1 of the report be endorsed.

### **1/17 Dragonfly House Mooring**

The Authority received a report giving details of the background and financial implications of providing a visitor mooring in association with the new pedestrian bridge outside Dragonfly House. Members noted that given the economic climate, a scheme in a reduced form from that originally proposed and funded from the Housing and Planning Delivery Grant had been developed. The Navigation Committee had been consulted on 2 September 2010 and was supportive of the revised proposal.

RESOLVED by 14 votes to 1 against with 3 abstentions

that the Authority proceeds with the installation of a reduced visitor mooring scheme adjacent to Dragonfly House, at an estimated cost of £40,000 to be funded from the Housing and Planning Delivery Grant budget.

### **1/18 Broads Authority IT Infrastructure Replacement**

The Authority received a report outlining the significant benefits to the Authority of updating its IT infrastructure to a virtualised environment and setting out the necessary funding for the project. Members requested that the possibility of sharing the facilities with the other organisations within Dragonfly House be explored, although it was noted that there may be security reasons why this might not be achieved.

RESOLVED

that the server virtualisation project be approved and provision of £40,000 be made from the New Office Accommodation Reserve Fund.

### **1/19 Committee Membership and Member Appointments**

The Authority received a report seeking approval for the Broads Authority member appointments to committees and the appointment of Lead Members until the Annual Meeting in September 2011.

The Navigation Committee had recommended that the Vice-Chairman, Mr P Ollier, be nominated to represent the Authority and fill the vacancy on the Norwich Joint River Issues Group.

RESOLVED

- (i) that Mr Ayre, Mrs Barber and Ms le Borgne be appointed as independent members of the Standards Committee until the Annual meeting in September 2014, as set out in paragraph 1.4 of the report and at Appendix 5 to these minutes;
- (ii) that the Broads Authority member appointments to the Planning, Navigation and Standards Committees, as set out in paragraph 2.1 of

the report and at Appendix 5 to these minutes, be confirmed for the period until the Annual Meeting in September 2011;

- (iii) that the Lead Members, as set out in paragraph 3.2 of the report and included at Appendix 5 to these minutes, be confirmed for the period until the Annual Meeting in September 2011; and
- (iv) that Mr Ollier be appointed to the Norwich Joint River Issues Group to fill the Authority's vacant position on this outside body, until the Annual Meeting in September 2011.

#### **1/20 Network Rail Bridge Position**

The Authority received a report giving an update of the current position with regard to the activity being taken to remedy the breakdown of Somerleyton Bridge during May 2010 and the subsequent failure of replacement parts. Members noted details of discussions which had taken place with Network Rail and that in addition a draft legal undertaking concerning swing bridges, particularly Somerleyton, was being negotiated.

Members noted that the bridge would continue to operate on a limited basis until October 2010 when major repairs had been scheduled to take place. Although the small gain in the opening period had been negotiated, this had been cancelled as a result of further problems. Members expressed disappointment at the timing of the works which had been scheduled for half term holiday week beginning 23 October 2010.

At its meeting on 2 September 2010 the Navigation Committee had expressed great concern at the state of affairs and the inconvenience and disruption to boaters. It supported the Authority in taking a strong line to ensure that the long term operation of the swing bridge was maintained and navigation not impaired.

RESOLVED

that the report be noted.

#### **1/21 To consider items of business raised by the Designated Person in respect of the Port Marine Safety code**

The Director of Waterways confirmed that there were no items which needed to be raised under this item.

#### **1/22 Annual Report from the Standards Committee to the Broads Authority**

The Authority received the Annual Report from the Standards Committee for 2009/10.

RESOLVED

that the report be noted.

**1/23 Annual Report of the Broads Local Access Forum**

The Authority received the Annual Report of the Broads Local Access Forum for 2009/2010 noting the considerable range of work considered and covered.

RESOLVED

that the report be noted.

**1/24 Sustainable Development Fund Panel: Annual Report 2009/10**

The Authority received the Annual Report of the Sustainable Development Fund which summarised the activities of the Fund Panel over the last year, noting the significant number of applications received and expressed appreciation for the work undertaken by the Panel.

RESOLVED

that the report be noted.

**1/25 Consolidated Income and Expenditure 1 April 2010 to 31 July 2010**

The Authority received a report which summarised the actual income and expenditure for the four month period to 31 July 2010 compared to the current profiled budget. It was noted that income from hire and private craft was holding up well but that the Authority had still not resolved the issues regarding the payment of VAT on Dragonfly House costs. There were no variances at this stage of the year that suggested a material effect on the general or navigation reserves.

RESOLVED

that the report be noted.

**1/26 Strategic Priorities 2010/11**

The Authority considered a report by the Chief Executive which set out the projects and actions used to deliver the strategic priorities adopted for the year 2010/11.

RESOLVED

that the performance of the different projects in the schedule accompanying the report be noted.

**1/27 Feedback from Lead Members and those appointed to represent the Authority**

**(1) Member Development**

The Lead Member for Member Development explained that in view of the economic climate and in light of the demands on the Authority in relation to the General Spending Review and the likely reduction in Government funds, it was proposed to postpone the Design Quality Review Tour scheduled for 22 October until Spring 2011.

**(2) Campaign for National Parks (CNP)**

The Authority's representative on the Campaign for National Parks reported that CNP was launching a Park Protector Award with submissions required between September and December 2010 for projects, activities and/or campaigns within the categories of Restoration, Protection and Conservation.

**1/28 Date of Next Meeting**

The next meeting of the Committee would be held on Friday 19 November 2010 at Dragonfly House, 2 Gilders Way, Norwich, commencing at 10.00am.

**1/29 Any Other Items of Business**

There were no further items of business which the Chairman decided should be considered as a matter of urgency pursuant to Section 100B (4) (b) of the Local Government Act.

**1/30 Formal Questions**

There were no formal questions of which due notice had been given.

**1/31 Exclusion of the Public**

RESOLVED

that the public be excluded from the meeting under section 100A of the Local Government Act 1972 for consideration of items 1/32 and 1/33 below on the grounds that they involved the likely disclosure of exempt information as defined by Paragraphs 4 and 5 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.

**Members of the public left the meeting during consideration of the following items.**

## 1/32 Network Rail: Bridge Position

The Authority received a report under exempt information giving details of the legal advice received in respect of the failure of Network Rail to maintain its bridges in the Broads in an operational state. Members considered the options open to them and expressed the need for a strengthening of the working relationship with Network Rail and the preparation of a Legal Undertaking to ensure that the bridges are operable.

Members expressed their dissatisfaction at the continuing inconvenience and disruption to boaters and agreed to reconsider the taking of further action should no progress be made on the improved wording for the Legal Undertaking with Network Rail by the next Authority meeting on 19 November 2010.

Members noted that the Norfolk and Suffolk Boating Association had requested guidance as to how they could take action to help remedy the situation.

### RESOLVED

- (i) that officers be authorised to continue to pursue improved wording for a legal undertaking with Network Rail as advised by the instructed Solicitor and Counsel; and
- (ii) that the Chief Executive should seek to develop a working relationship with Network Rail at a meeting with senior officers.

## **Summary of Minute Excluded from Public Deposit**

### **1/33 Responding to the Spending Review**

Members received a presentation providing the anticipated effects on the staff establishment as a result of the Spending Review.

Members considered a number of basic principles which should be applied to the future delivery of services. Minor amendments were suggested by members, resulting in the basic principles as detailed in Appendix 3 to the minutes.

Members noted the Management Team's preliminary conclusions for transforming the organisation, as detailed in Appendix 4 to the minutes.

**RESOLVED**

that the basic principles for the future delivery of service, as detailed in Appendix 3 to the minutes, be endorsed.

The meeting concluded at 14.40 pm

**CHAIRMAN**

## Code of Conduct for Members

**Declaration of Interests**

Committee: Broads Authority

Date of Meeting: 17 September 2010

<b>Name</b> <b>Please Print</b>	Agenda/ Minute No(s)	<b>Nature of Interest</b> (Please describe the nature of the interest)	Please tick here if the interest is a Prejudicial Interest ✓
N Dixon	General	Norfolk County Council	
A S Mallett	1/8 and 1/10  General	As previously declared at meetings. Will withdraw if item relevant to Norwich Frostbite Sailing Club arises. Toll Payer	✓
D A Broad	1/9-1/18, 1/32-1/33	Toll payer and Great Yarmouth Port Consultative Committee	
P Woodcock	1/13	Employee of Environment Agency	
P Dixon	General	Toll payer	
G W Jermany		Great Yarmouth Borough Council Toll payer	
G McGregor		Member Suffolk County Council	
S Dorrington		Toll payer	
M C Broom		Toll payer, Member Norfolk and Suffolk Boating Association, Broads Hire Boat Federation, Great Yarmouth Port Authority	

**Guidelines for the Future Allocation of Expenditure**

- Broadly speaking we should try and maintain an appropriate balance between NPG expenditure spent on the 1<sup>st</sup> and 2<sup>nd</sup> purpose.
- Focus on those activities where the Authority can maximise its impact, because of a unique set of skills, equipment and role, leaving other tasks to the private and third sector where appropriate and maximise benefits from partnership working whenever possible.
- Priorities for the 1<sup>st</sup> Purpose are to maintain the special qualities of the Broads, focusing our efforts on the management of the most valuable sites (in line with Lawton Review) and buildings to enhance their robustness in the face of climate change and other pressures.
- Priorities for 2<sup>nd</sup> Purpose are to maximise the number of people we can reach with key messages and influence, with a particular focus on those local people and visitors who would not normally gain an understanding of the special qualities of the Broads.

### Basic Principles for Service Delivery

- Integration, flexibility and simplicity will be a necessity. This means we will need to:
  - develop our staff so that they can tackle different jobs, sharing equipment and pooling resources for big jobs; using internal resources where possible to save on bringing in expertise from outside.
  - improve targeting of resources through clearer priorities.
  - introduce a system of common procurement to get best value.
- Focus our activities on key gateway sites to have the biggest impact – so co-locate visitor centres, boat trips, events, rights of way work on high profile sites where we can reach the largest number of people.
- Focus energies on areas other agencies do not address and maximise income generation opportunities, e.g HLS payments for fen management.
- Surveys and Broads-wide research is important because no one else does it. Do less practical work, supporting others where appropriate. Focus our practical work on sites that are of greatest importance because of unique Broadland values and where we can make a difference and others will not.

**Management Team Preliminary Conclusions for Transforming the Organisation**

- There are no easy or simple decisions.
- We need to act sooner rather than later.
- The change needs to involve the **whole** organisation, horizontally and vertically.
- We need to move to larger teams with greater flexibility.
- We need to look at changing roles, redeployment and the way we deliver our services, further training etc. However, it will be very difficult to meet a 30% reduction in NPG by natural wastage, early retirement and voluntary redundancy only.
- We need to minimise redundancies by reducing other costs.

### Committee Membership and Member Appointments 2010/2011

<b>Planning Committee</b>	
Thirteen Broads Authority members:	
Mrs S Blane	Dr J M Gray
Mrs J Brociek-Coulton	Mr G W Jermany
Mr M C Broom	Dr J S Johnson
Mr N Dixon	Mr A S Mallett
Mr S Dorrington	Mr J Sharpe
Mr A Duce	Mrs C Sheridan
Mr C Gould	
<b>Navigation Committee</b>	
Five Broads Authority members:	
Mr P Durrant	
Mr P Frost	
Sir Peter Dixon	
Mrs A Haswell	
Mr A S Mallett	
Plus eight appointed members	
Mr D A Broad	
Mr M C Broom	
Ms M Farrar	
Mr P Greasley	
Dr P A Gurbutt	
Mr P E Ollier	
Mr A Trafford	
<b>Standards Committee</b>	
Two Broads Authority members:	
Mr C Gould	
Ms R Varma	
Plus five independent members:	
Mr D Ayre	
Mrs L Barber	
Mr D R Jones	
Ms K Le Borgne	
Mr S Revell	

## Financial Scrutiny and Audit Committee

Five Broads Authority members:

Dr J S Johnson  
Mr A S Mallett  
Mr P Durrant  
Mr N Dixon  
Mr G McGregor

### Lead Members

<b>Topic</b>	<b>Lead Member</b>
Broads Flood Alleviation Project	Phil Durrant
Broads Plan and Local Development Framework	Colin Gould
Climate Change and the Valley Approach	John Sharpe
Communication Strategy	Peter Frost
Finance Audit and Risk Management	Allan Mallett
Equalities	Rashmi Varma
Member Development	Alex Haswell
Navigation Safety	David Broad
Sustainability	Paul Woodcock
Sustainable Tourism	Candy Sheridan