

Broads Authority

Agenda 24 September 2021

10.00am

Conference Room 1, The King's Centre, 63-75 King Street
Norwich, NR1 1PH

John Packman, Chief Executive – 17 September 2021

Introduction

1. To receive apologies for absence
2. Chairman's announcements
3. Introduction of members and declarations of interest
4. To note whether any items have been proposed as matters of urgent business
5. Public question time – to note whether any questions have been raised by members of the public
6. **To receive and confirm the minutes of the Broads Authority meeting held on 23 July 2021** (Pages 3-20)
7. **Summary of actions and outstanding issues following decisions at previous meetings – to note the schedule** (Pages 21-26)

Strategy and policy

8. **Waterways Management Strategy and Action Plan** (Pages 27-36)
Report by Head of Construction, Maintenance and Ecology
9. **Norfolk Strategic Flooding Alliance Strategy** (Pages 37-57)
Report by Director of Strategic Services
10. **Strategic Priorities – update** (Pages 58-63)
Report by Head of Governance
11. **Statement of Accounts 2020/21** (Pages 64-153)
Report by Chief Financial Officer
12. **Financial Direction for 2021/22** (Pages 154-171)
Report by Chief Financial Officer

13. **Beccles Neighbourhood Plan - adoption** (Pages 172-173)
Report by Planning Policy Officer

Governance

14. **Code of practice for members of the Planning Committee and officers** (Pages 174-214)
Report by Head of Governance
15. **Protocol on member and officer relations** (Pages 215-235)
Report by Head of Governance

Reports for information

16. The Port Marine Safety Code: To consider any items of business raised by the designated person in respect of the Port Marine Safety Code

Minutes to be received

17. To receive the minutes of the following meetings:
[Broads Local Access Forum – 9 June 2021](#)
[Navigation Committee – 10 June 2021](#)
[Planning Committee – 18 June 2021](#)
[Planning Committee – 16 July 2021](#)
[Planning Committee – 13 August 2021](#)
18. Other items of business
Items of business which the chairman decides should be considered as a matter of urgency pursuant to section 100B (4)(b) of the Local Government Act 1972
19. To answer any formal questions of which due notice has been given
20. To note the date of the next meeting/workshop – **Friday 19 November 2021** at 10.00am
21. Exclusion of the public
The Authority is asked to consider exclusion of the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by Paragraph 3 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.
22. **To receive the Exempt Minutes from the meeting on 23 July 2021** (Page 236)

Broads Authority

Minutes of the meeting held on 23 July 2021

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Present

Harry Blathwayt, Stephen Bolt, Matthew Bradbury, Nigel Brennan, Bill Dickson, Andrée Gee, Gail Harris, Paul Hayden, Tim Jickells, James Knight, Greg Munford, Michael Scott, Matthew Shardlow, Nicky Talbot, Vic Thomson, Melanie Vigo di Gallidoro and Fran Whymark

In attendance

John Packman – Chief Executive, Christopher Bing – Monitoring Officer, Maria Conti – Head of Governance, Emma Krelle – Chief Financial Officer, Rob Rogers – Director of Operations, Natalie Beal – Planning Policy Officer, Andrea Kelly – Environment Policy Officer and Sara Utting - Governance Officer

Members of the public

Peter Cannell – Volunteer (item 3)

Openness of Local Government Bodies Regulations 2014

The Chief Executive explained that the meeting was being audio-recorded. All recordings remained the copyright of the Broads Authority and anyone wishing to receive a copy of the recording should contact the Governance Team. The minutes remained the record of the meeting.

1. Appointment of Chair

Bill Dickson had been proposed by Melanie Vigo di Gallidoro and seconded by Nicky Talbot.

Bill Dickson was appointed Chair.

Before handing over to the Chair, the Chief Executive asked if he could say a few words. He referred to the previous 18 months, which had been a very difficult time for the Authority, potentially facing a financial crisis, with the collapse of hire boat income. Officers had worked closely with the hire boat companies who had also faced major problems. Staff welfare had also been a high priority, and steps had been taken quickly to enable the majority of office-based staff to work from home. The difficulties had been exacerbated by the problems of Defra colleagues in getting clarity on the implications for use of the Broads waterways of the latest Government advice. He commended the staff for their hard work and adaptability. He also thanked the Chair for the huge amount of time he had devoted to the Authority, a fact that was not always apparent to other members. The Chair's advice and support to officers was greatly valued and it was important that this was recognised. The Chief Executive added that the Broads Authority was very fortunate with its membership and its Chair, in having a gifted set of members who made good decisions following thoughtful debates, and he thanked the members for giving up their time to the Authority, which was greatly appreciated.

Bill Dickson took the Chair.

2. Appointment of Vice-Chair

Matthew Bradbury had been proposed by Nicky Talbot and seconded by Bill Dickson.

Matthew Bradbury was appointed Vice-Chair.

3. Chair's announcements

The Chair thanked his proposer and seconder, stating that he would do his utmost to fulfil the confidence which had been shown in him. He welcomed the three new members to the Authority (Nigel Brennan, Paul Hayden and Michael Scott) and also welcomed Stephen Bolt and Matthew Shardlow to their first "in person" meeting, having joined the Authority last year. The Chair referred to the recent site visit to Carlton Marshes and, in doing so, thanked Essie Guds for organising a very successful day. The visit had been a terrific opportunity for members and officers to talk to each other face to face after so much time of isolation. The project was a fantastic example of an integrated approach to management of the Broads and a perfect example of the Authority's three statutory purposes in action.

The Chair referred to the meeting agenda, which demonstrated how busy the Authority was, with projects such as Farming in Protected Landscapes (FiPL) and peatland restoration, and the very tight timescales within which officers had to operate to deliver ambitious outcomes. This was all against a background of a flat cash settlement of National Park Grant. This all meant that the Authority needed to be even more agile and adaptable in the future. Two flagship projects were Water, Mills and Marshes and CANAPE – both wide ranging and complex programmes involving many partners. There were also a number of major issues facing the Authority, such as the development of the brownfield sites in east Norwich and the challenge of providing access by water to the centre of Norwich, safety on the water and the funds used to appoint additional Rangers and the video campaign, and finally the Landscapes Review. A consultation on the Government's proposals on this review was expected in August and would impact the future of all the National Parks and AONBs. All of these issues illustrated how the strategic steer of the organisation was all the more important.

Turning to the year ahead, the Chair referred to the unprecedented challenges and the importance of members' role in providing the strategic direction, and while not to interfere in the operational role of staff but to support them in the enormous pressures they faced. Formal meetings of the Authority would focus on decision making, with informal sessions being used for discussion groups and briefings, such as the successful tolls briefing in 2020, which it was proposed to repeat this year.

Finally, the Chair referred to the impact of Covid and how this had made things even more difficult but many services had been successfully delivered remotely, which was a testament of the excellent IT staff and the adaptability of all staff in general.

Peter Cannell – volunteer

The Chair welcomed Peter Cannell to the meeting, advising that the Authority wished to celebrate Peter's huge input into volunteering for the Broads Authority. Peter recently completed over 5,000 hours of volunteering, an incredible achievement.

Peter first joined the Ops Techs team as a volunteer back in autumn 2013. His regular supervisor, Ady Stevens, was first introduced to Peter at How Hill where the task was clearing

vegetation by hand around the bird hide on Reedham Water. This involved wading in muddy water and cutting and pulling dirty and often smelly reed rhizomes, not the most glamorous activity. The frequency of emptying out waders and wringing water out of sodden socks was high! Peter must have had a good time because he came back the following week and had now been with the Authority for the past 8 years.

Peter was not just known to his team as a volunteer, but had also become a colleague and a friend, sharing his wisdom, friendship and skills. He was as committed to the Broads Authority as a member of staff and his willingness to volunteer two days a week, and sometimes even three just to see the project through, had been remarkable and a huge help to the Ops Techs team. Peter can put his hand to anything, from brush-cutting a fen in the middle of nowhere to helping out constructing bridges, boardwalks and quay heading. Peter has also become a role model for volunteering at the Broads Authority, helping guide new volunteers and offer them support in their work.

The Chair gave Peter a massive thank you on behalf of the Authority, Lottie and Fiona in the Volunteer Service, but particularly from Ady Stevens, Peter's supervisor, and the whole of the Ops Techs team.

The Chief Executive presented Peter with some gifts.

Peter responded by saying that he was very appreciative. The past seven years had flown by and he had met some really nice people, many of whom were now friends. He had been to many new places not visited before, seen some great wildlife and learnt new skills. He had been a metal worker for 51 years and so his construction skills helped Ady and, in turn, he had learnt about marshes from Ady.

4. Apologies

Apologies were received from Tristram Hilborn, Leslie Mogford, Simon Roberts and Simon Sparrow.

5. Introduction of members and declarations of interest

The three new members introduced themselves, providing a brief synopsis of their background. Chris Bing also introduced himself to members as the Authority's new Monitoring Officer, having been appointed as Head of Legal & Democratic Services and Monitoring Officer at East Suffolk Council.

Members indicated they had no further declarations of interest other than those already registered, and as set out in Appendix 1 to these minutes.

6. Items of urgent business

The Chair referred to an item of urgent business, which he had agreed be included for discussion at this meeting. This would be taken at item 22 below.

7. Public question time

No public questions had been received.

8. Minutes of last meeting

The minutes of the meeting held on 30 April 2021 were approved as a correct record and would be signed by the Chairman.

9. Summary of actions and outstanding issues

Members received the latest summary of actions and outstanding issues following decisions at previous meetings. In addition, the Chief Executive reported that whilst the consultation on the Secretary of State's view on taking forward the Landscapes Review was due in August, it was likely this would be delayed. Members would be invited to a briefing to review the response in detail, in advance of the full Authority meeting. A member welcomed the National Parks' statement in response to the Secretary of State's statement, which he considered to be a strong endorsement of the Landscapes Review.

In response to a question on the status of the collaboration work with Norfolk County Council and whether this could be marked as "completed", the Chief Executive advised that work was going remarkably well and there was lots of partnership working, such as with the Norfolk and Suffolk Nature Recovery Partnership. He would discuss with officers the status of the item on the Summary of Actions, taking into account the fact that the work was continually ongoing.

The report was noted.

10. Farming in Protected Landscapes (FiPL)

The Chief Executive introduced the report, which provided an update on the new Farming in Protected Landscapes (FiPL) programme and sought the necessary delegations to administer the funding. He drew particular attention to some key points: the relatively small amount of money involved, Defra had a very prescriptive scoring system for assessing the grant applications, and it involved a very short timescale. There were three distinct elements: firstly, the partnership delivery with the Norfolk Coast AONB was a very positive thing and provided the first opportunity to work together; secondly, unlike some National Parks, the Authority would be using its existing network of partners to deliver the advisory system for farmers; and thirdly, the Test and Trials work on the Environment Land Management (ELM) scheme provided an excellent head start, enabling use of existing arrangements with farmers and other partners for the assessment panel, referred to locally as the Land Management Board (LMB).

A member referred to the amount of funding available and the fact that this could easily be taken up by a small number of applications for large amounts, meaning that the fund would soon be taken up. He suggested that the Board be advised to keep aside a sum of money for a period, such as up to Christmas, to enable farmers of small enterprises to make applications and benefit from the scheme. The Chief Executive concurred, stating that the maximum grant

level set by Defra was £250,000 and this could result in all of the fund potentially being used up on a single grant. For that reason, the maximum grant level for the Authority had been set at £75,000, following consultation with the LMB. The Environment Policy Officer added that, along the Norfolk coast, there had been a lot of interest from the big estates but this was not the experience within the Authority's area. A total of 24 applicants had submitted an expression of interest for suitable projects, ranging from £5,000 up to big capital or infrastructure projects seeking funding for 40% of the total project cost. Small farmers were being encouraged to submit their applications quickly, including via groups such as the Norfolk Mink Management Initiative who work with farmers, landowners and gamekeepers. At this stage, it was looking likely that there would be less take-up in year one. More complicated projects, such as those in the wetlands or which required planning permission or a feasibility study first, could be considered for funding in years 2 and 3.

A member questioned why the three bodies had been chosen to be on the panel (Norfolk Farming and Wildlife Advisory Group (FWAG), RSPB and Norfolk Rivers Trust) and what the Authority's relationship with them was like, recognising that a procurement deadline had to be met. The Chief Executive responded that they were three bodies the Authority currently worked with and had a good relationship with. For example, the RSPB had been given a grant under the Water, Mills and Marshes scheme to provide agricultural advice. The decision had been made early on with the NFU to use existing resources rather than employ new staff to be additional people engaging with farmers. Between the three bodies they all provided different expertise and applicants would be directed to the most appropriate body.

In response to a question on Defra's intention for the decision-making process, the Chief Executive advised that any grants over £5,000 required a 'local assessment panel' to make the decision. He added that a minor adjustment had been made to the process as the Board sought an assurance so that the Authority would be implementing its decisions. This was considered to be advantageous as the Authority was the Accountable Body and it would not want to put any individuals at risk, through any decisions made via the assessment Board. The Authority would implement decisions made by the LMB. The constituent members of the Board were prescribed by Defra and had to include farming representatives, etc some of whom were not familiar with governance arrangements. It was highly unlikely that the Board would make a decision on a grant that the Authority would not implement. Due to the short timescales, it had been necessary to draw up the governance arrangements very quickly and these would be reviewed based on experience in the first year. The Environment Policy Officer added that Defra had good supporting mechanisms in place and once the LMB had gone through the process a number of times, they would gain confidence.

A member commended officers on a pragmatic and rapid response to the programme. He queried if there would be the possibility of leverage going forward, to be used on match funding for bigger projects or married with other funds/grants from government which the Authority could lobby for. The Environment Policy Officer responded that expressions of interest had been received to form two formal collaborative working groups of farmers across a much larger area, not just within the Broads area, which extended to the Norfolk Coast AONB and Suffolk Coast AONB.

In response to a question on the size of the fund and the costs of administering it, and the potential for these costs to become disproportionate, the Chief Executive referred to paragraph 3.1 of the report, which detailed the figures for how much of the grant could be used on administration (circa 10%). The ambition was not to spend as much as that, with the potential for one staff member also providing the administrative service for the Norfolk Coast ANOB so those costs would be shared, which would result in less admin costs and more available grant, through having one assessment Board for the two areas.

Tim Jickells proposed, seconded by Stephen Bolt, and

It was resolved unanimously to

- (i) note the progress in the delivery of the FiPL programme, and in particular the agreement to work in collaboration with the Norfolk Coast ANOB;**
- (ii) approve the delegations to officers and establishment of a Local Assessment Panel; namely that the Chief Executive will be responsible for making decisions on grant applications below £5,000 and the Local Assessment Panel will make recommendations on grant applications above £5,000 for implementation by the Authority and**
- (iii) approve the appointment of Norfolk FWAG, the RSPB and Norfolk Rivers Trust as deliverers of advice on FiPL to farmers and land managers.**

11. Annual Governance Statement 2020/21 and Code of Corporate Governance 2021

Members received the report of the Head of Governance on the Annual Governance Statement for 2020/21 and the Code of Corporate Government for 2021 which demonstrated how the Authority was complying with the principles of good governance, including internal control systems and risk management. It was noted that, at its meeting on 20 July 2021, the Audit and Risk Committee had recommended these documents for approval by the Authority.

Andrée Gee proposed, seconded by Melanie Vigo di Gallidoro, and

It was resolved unanimously to approve the Annual Governance Statement 2020/21 and to note, subject to the implementation of improvements identified in the action plan, that the Authority's systems of governance and internal control were considered to be adequate and effective.

12. Draft Statement of Accounts 2020/21

The Authority received the report of the Chief Financial Officer (CFO), which provided an update on the Broad's Authority Statement of Accounts and its audit for the year ended 31 March 2021. These had also been presented to the Audit and Risk Committee at its meeting on 20 July 2021. The CFO advised that the audit had now commenced and was due to be completed in two weeks. The audit on the Pension Fund was almost complete and the

figures were likely to be amended, potentially resulting in a reduced liability for the Authority. This meant that the Statement of Accounts would change by the time it was presented to the Authority in September, once confirmation had been received.

A member referred to the discussion at the Audit and Risk Committee on the huge increase in costs to the Authority for the auditor's fees (£67,000 in total for 2019/20 and 2020/21) and asked the Authority to note this and the potential liability. The CFO responded that this increase in fees affected not just the Broads Authority but all local authorities. However, Ernst & Young, who were the auditors for the Authority and other National Parks, were making the largest increase. She had contacted the Public Sector Audit Appointments (PSAA) to dispute the fees, as had the other National Parks, and a decision was awaited. This year saw a similar increase in fees as 2019/20 and Defra had been in contact with the PSAA and the Authority was on the list of bodies awaiting reconsideration. In response to a question on whether the Broads Authority could find an alternative auditor, the CFO advised that unfortunately, the Authority had opted into a national scheme along with 98% of English local authorities, as they had been told there would be economies of scale by bidding altogether. A report would be presented to the Authority later this year as a decision was required on opting back into the scheme.

The report was noted.

13. Strategic direction update

The Chief Executive (CE) presented the report on the latest progress in implementing the Authority's annual strategic priorities and starting the process for considering next year's priorities, as well as presenting a draft timetable for the Broads Plan review. He emphasised that it was important for members to look at new strategic priorities early on so they could be taken into account as part of the budget setting process. Members' views were invited on how they wished to participate in this process.

In response to a member request, the CE provided an update on safety issues, stating that he was pleased that members had taken the decision early on to fund the additional Rangers and safety videos, both of which had proven to be essential. He referred to the national campaign, "Respect the Water" and also the significant concerns in terms of visitors to the coast and inland rivers and lakes.

Members agreed that the best format for discussing the strategic objectives would be for a specific workshop session, to enable a full and in-depth discussion on the future priorities.

In response to a question on progress with the traffic light system for hire boat operators, the Director of Operations (DoO) advised that work had commenced, but this had been delayed due to a new draft Code which was impacting on a lot of the licensing work. Also, careful consideration needed to be given to the criteria to be applied to the system. In addition, Covid issues were still taking up a lot of the Head of Safety Management's time but it was hoped to present a report on progress, together with the review of the licensing system as a whole, at a future meeting of the Authority.

Regarding the safety videos, the DoO advised that these had been well received and officers were very proud that they were successful. In response to an update on the survey results of hirers, the DoO commented that Rangers were asking people to complete the questionnaires on the boat handover arrangements, etc and the results so far were favourable, with some positive responses and people saying they felt confident. Once sufficient data had been received, this would be shared with members.

The report was noted.

14. Sustainability Appraisal Scoping Report – endorsing technical consultation

Members received the report of the Planning Policy Officer, on the preparation of a Sustainability Appraisal (SA) Scoping Report, which was one of the first tasks in producing the Local Plan for the Broads. It set out the framework for assessing policy approaches as the Local Plan progressed and also the framework for assessing strategic objectives in the Broads Plan, which was under review in 2021/22. It was noted that the Planning Committee had made some observations on the SA Scoping Report, at its meeting on 18 June 2021, and these had been addressed by officers as detailed in the report.

A member referred to the potential risks for sustainability which could arise through lack of knowledge, such as the frequency of Natural England monitoring protected sites would impact the available data. He felt that the document should include the risks and the need for regular and adequate data to be available in order to make judgements on the condition of habitats and species. The Environment Policy Officer concurred that accurate data was essential but acknowledged that it would be difficult to keep within the Authority's boundary. It was accepted that more regular reviews needed to be carried out, recognising gaps in knowledge and working well with partners. The last biodiversity audit had taken place in 2013 and this needed to be reviewed more regularly. There were 66 species critical to the Broads, mainly invertebrates, often with no common name and very little known about them.

Nicky Talbot proposed, seconded by Harry Blathwayt and

It was resolved unanimously to approve the Sustainability Appraisal Scoping Report for technical consultation.

15. Residential Moorings Guide for adoption

Members received the report of the Planning Policy Officer, which proposed the adoption of the Residential Moorings Guide, to help implement the policies of the adopted Local Plan for the Broads relating to residential moorings and make schemes as successful as possible. The Guide had been the subject of two rounds of public consultation in 2020 and it was noted that, at its meeting on 21 May 2021, the Planning Committee had recommended the Authority adopt the Guide.

Gail Harris proposed, seconded by Stephen Bolt, and

It was resolved unanimously to adopt the amended Residential Moorings Guide.

16. Marketing and Viability Guide – approval of draft for consultation

Members received the report of the Planning Policy Officer, on a draft version of the Marketing and Viability Guide for consultation purposes. The Guide had been the subject of two rounds of public consultation in 2019 and 2020, but the Covid restrictions had limited movement and public access to venues, and a further consultation period was proposed. It was noted that, at its meeting on 21 May 2021, the Planning Committee had recommended the Guide be approved by the Authority for consultation purposes,.

Tim Jickells proposed, seconded by Andree Gée and

It was resolved unanimously to endorse the draft Marketing and Viability Guide for final consultation.

17. Code of Conduct and declaration of interests

The Monitoring Officer (MO) presented his report which provided members with the external legal advice on Disclosable Pecuniary Interests (DPI) in relation to the setting of navigation charges (as requested at the meeting on 20 November 2020). The report also introduced a draft revised Member Code of Conduct, based on the Local Government Association's new Model Code of Councillor Conduct, together with a revised Register of Interests form. It was noted that the Audit and Risk Committee, at its meeting on 20 July 2021, had recommended that the Authority adopt the revised Code and form.

It was noted that the external advice concurred with the then MO's view as to the existence of DPIs in the setting of navigation charges for the three members who were directors / operators of private hire and leisure boat companies and that they should not participate in that item. Furthermore, a dispensation would not be "otherwise appropriate" under Section 33 of the Localism Act 2011.

The existing Code had last been revised in 2018 and a number of deficiencies had been highlighted, such as inclusion on the use of social media. In terms of the revised Code, this was very similar in principle to the existing Code but the terminology had been updated to better reflect the Localism Act, particularly in terms of the categories of interest (Disclosable Pecuniary Interest, other registerable interest and non-registerable interest). It was suggested in the report that the new Code include the existing provision regarding the setting of tolls by boat owners (paragraph 3.10 in the current Code), which enabled a member owning a boat and paying a toll (outside of a business) to attend and vote on matters concerning the setting of tolls, as well as the existing provisions to allow members to debate members' allowances, payment of indemnities and matters relating to schools.

A member referred to the appointment of members as Trustees to other organisations and in particular, how their first responsibility was as a Trustee and not as a Broads Authority

member. The MO referred to table A (table 1) in the model Code relating to pecuniary interests and table B (table 2) relating to other registerable interests; the Authority's Register of Interest form had been amended accordingly, and members would be required to register such appointments under the latter category, which would assist with openness and transparency.

A member thanked both the current and former MOs for clarifying the particular issue of members having a DPI, and for making it understandable so members were totally clear on when they should or should not be participating at relevant meetings.

A member commented that a primary function of the Authority was to set tolls and the Authority was made up of members with different interests, knowledge, skills and experience. Furthermore, there was a range of tolls, not just those for hire boat operators. Whilst he could not disagree with the advice, in that it was clear hire boat operators had a DPI, he considered that private boat owners must also have a DPI and that they must feel even more passionately about the tolls and other fees etc than a hire boat operator would. It would be appropriate for all members to be allowed to debate the issue of the setting of tolls and that members should be trusted to act in the interests of the Broads and not just for themselves. The Chief Executive responded that the legal advice was very clear. He had subsequently discussed with the MO the importance of having access to the views of both private boat owners and hire boat operators, and it had been determined there were two opportunities for members to get involved. Firstly, the tolls briefing session to which all members would be invited and secondly, the Navigation Committee. As the latter was a non-decision-making body, the members of that committee who were hire boat operators, and who still would have a DPI, could be granted a dispensation by the MO. However, this would not be appropriate at the full Authority meeting when the decision on the tolls would be taken, as the DPI would clearly be applicable.

Nicky Talbot proposed, seconded by Matthew Bradbury, and

It was resolved by 16 members for and one abstention, to

- (i) note the external legal advice provided by Mr Jonathan Goolden on Disclosable Pecuniary Interests in relating to the settling of navigation charges and that his advice will be followed in future years;**
- (ii) adopt the Member Code of Conduct for Authority members, based on the LGA's new Model Code of Councillor Conduct (as amended to retain paragraph 3.10 of the existing Code) (Appendix 1 of the report) and**
- (iii) adopt the Register of Interests' form for members (Appendix 3 of the report).**

18. Appointment of members to committees and other bodies

Members received the report of the Head of Governance on the proposals for member appointments to committees and other bodies for the year 2021/22, following expressions of interest by members and a review by the Chairs' Group. The Group had taken into

consideration the need for an appropriate balance of local authority and Secretary of State appointees, together with a sufficient number of members, on each committee and outside body and to minimise potential conflicts of interest.

It was noted that the Planning Committee currently appointed the Heritage Asset Review Group (HARG) from its own membership but it had been proposed by the Chairs' Group that these sessions were extended to all members to enable the whole Authority to be informed and engaged in cultural heritage matters.

In terms of the consultation process for the setting of tolls, members acknowledged that, in the past, a Tolls Reference Group had been appointed specifically for this purpose. However, in light of the impact of Covid-19 on toll income and the local tourism industry in 2020/21, and to provide context for setting the following year's charges, all members (including co-opted members) had been invited to a briefing session in October 2020. This had proved to be successful as it gave all members an opportunity to offer views and guidance to officers for the reports to both the Navigation Committee and full Authority. Therefore, the Chairs' Group was proposing this approach be replicated in the future, replacing the need to appoint a Tolls Reference Group. A member disagreed with this approach, commenting that he felt it to be a retrograde step not to have a Tolls Reference Group, preferring to see a group of six people representing private boat owners and hire boat operators, and that all members did not need to get involved in that level of decision making. The Chair responded that it was more democratic to open up the discussion to a wider group of members and that the group had originally been set up to deal with the very complex issue of the restructure of the tolls. The Chair of the Navigation Committee endorsed these comments, adding that she considered it to be a step forward by having all members involved, rather than limited to a small, specific group with particular interests.

In response to a question on the status of the appointment of members to the Whitlingham Charitable Trust, the Chief Executive confirmed that the Authority was still a member of the Trust and he represented the Authority at the AGM with the Colman family. The Authority had the ability to appoint three members as Trustees and it was proposed that a conversation should be had with the Colman family to clarify the terms of engagement, the benefits of the partnership and members being Trustees, following which the Authority would be asked to appoint three Trustees. It was important to remember that once appointed as a Trustee, a member had to act in the best interests of the charity and not as a Broads Authority representative.

Melanie Vigo di Gallidoro proposed, seconded by Nicky Talbot, and

It was resolved unanimously to confirm the Broads Authority member appointments for the year 2021/22 (until the Annual Meeting on 15 July 2022) as set out in Appendix 2 to these Minutes to:

- (i) the Audit and Risk Committee; Navigation Committee, Planning Committee, Broads Local Access Forum and Hearings Committee (table 1); and**
- (ii) outside bodies (table 2).**

19. Broads Local Access Forum Annual Report

Members received the report of the Waterways and Recreation Officer on the Broads Local Access Forum Annual Report for 2020/21.

The report was noted.

20. Items of business raised by the Designated Person in respect of the Port Marine Safety Code

There were no matters to report under this item.

21. Minutes to be received

Members received the minutes of the following meetings:

Navigation Committee – 14 January 2021

Broads Local Access Forum – 10 March 2021

Navigation Committee – 15 April 2021

Planning Committee – 23 April 2021

Planning Committee – 21 May 2021

22. Other items of business

In accordance with Section 100B(4)(b) of the Local Government Act 1972, the Chair approved that the following item be considered as a matter of urgent business on the grounds that a member decision was required before the next scheduled meeting of the Authority and it involved the potential for significant grant-funding.

Nature for Climate Peatlands Discovery Grant

The Chief Executive presented the report on the Government's Nature for Climate Peatlands Discovery Grant Scheme, the aim of which was to support the development of peatland restoration partnerships and projects. The scheme had only been published on 7 July with a closing date for applications of 1 September 2021. He thanked the Environment Policy Officer and Director of Strategic Services for producing the report within a very limited timescale, thereby enabling members to decide on whether the Authority should participate in the scheme.

It was noted that scheme was an opportunity to contribute to multiple Broads Plan objectives and would enable the Authority to further the outcomes from the CANAPE project to deliver additional peatland restorations. Some projects would be delivered by partners and the Broads Authority would deliver peatland restoration at Buttle Marsh and How Hill. Applicants could apply for up to 100% of funds for a Discovery Grant project and the indicative amount for the total value of the partnership's activities was estimated to be between £250,000 and £400,000, with the Broads Authority's part estimated at £150,000. To enhance the value for money assessment of the bid, it was proposed to include a match funding cash contribution of £10,000 from the Broads Authority.

In response to a question on whether there was sufficient land available to do this, the Environment Policy Officer advised that landowners were interested in carbon, looking at private finance but recognised that it needed to have investment. The Authority was working with Palladium to develop a first-time model for lowland peatland investment, working with a big Investment Readiness Fund (IRF) with Aberdeen University. It was important for farmers to interact with the private finance market, which could be very confusing. If the bid was successful, it would provide access to public funding for climate mitigation through land management. One million tonnes of carbon were being released from the marshes in the Broads over the last 40 years and that had not changed but there was huge potential to lock and to build carbon in the soils. It took a thousand years to deliver one metre of peat in the uplands but only 370 years in lowlands such as the Broads. This was new evidence from the work pre-CANAPE with PhD students working in the Broads, and this needed to be used in the decision making frameworks and investment models to ensure IUCN who developed the Peatland Code get it right for the lowlands, where it was costly to make changes to water, infrastructure and existing farm business. Farmers need to be incentivised. This could only be done by blending with private finance. There were seven partners and NGOs, BA and Natural England all co-financing the bid for development; and four private landowners, some of whom were large and influential. It was all about demonstrating success, taking ourselves a step further forward with an entrepreneurial approach to demonstrate feasibility to capturing carbon in lowland landscapes. However, there was no commitment from the landowners to commit to restoration and do the changes as a result of having this first stage recovery but it would put them in a good place, should they want to. Water Resources East and the Broadland Futures Initiative would be linked into this bid.

A member expressed his support for the application but acknowledged the capacity issues referred to earlier. The Authority had to get used to these short-term opportunities as they arose and decide which ones were relevant to the Authority's plans.

Matthew Bradbury proposed, seconded by Stephen Bolt, and

It was resolved unanimously to submit a partnership application by 1 September 2021 to the Nature for Climate Discovery Grant, with the Broads Authority as the lead partner.

23. Formal questions

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

24. Date of next meeting

The next meeting of the Authority would be held on Friday 24 September 2021 at 10.00am.

25. Exclusion of the public

Melanie Vigo di Gallidoro proposed, seconded by Harry Blathwayt, and

It was resolved by 10 votes for, 3 against and 4 abstentions

to exclude the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the following item on the grounds that it involved the likely disclosure of exempt information as defined by Paragraph 3 of Part 1 of Schedule 12A to the Act, as amended by The Local Government (Access to Information) (Variation) Order 2006, and that the public interest in maintaining the exemption outweighed the public benefit in disclosing the information.

There were no members of the public present and the recording was suspended.

Summary of Exempt Minutes

26. Exempt minutes of the Navigation Committee meeting on 16 January 2020

Members received the exempt minutes of the Navigation Committee meeting held on 16 January 2020.

The meeting ended at 12:40pm

Signed by

Chairman

Appendix 1 – Declaration of interests: Broads Authority, 23 July 2021

Member	Agenda/minute	Nature of interest
James Knight	17	One of the three members referred to in the report with a DPI relating to the setting of navigation charges

Appendix 2 – Appointments to committees and other bodies

Table 1

Member appointments to committees

Committee	Members
Audit and Risk Committee At least 6 BA members, to include Chairs of BA and Navigation Committee	Chair of Broads Authority (Bill Dickson) Chair of Navigation Committee (Nicky Talbot) Matthew Bradbury Gail Harris Paul Hayden Tristram Hilborn Greg Munford Simon Roberts Michael Scott Matthew Shardlow Fran Whymark
Navigation Committee 5 BA members and 8 co-opted members	BA members Harry Blathwayt Stephen Bolt Matthew Bradbury Leslie Mogford Greg Munford Co-opted members John Ash Linda Aspland Mike Barnes Andy Hamilton Simon Sparrow Nicky Talbot Paul Thomas Alan Thomson
Planning Committee At least 11 BA members	Harry Blathwayt Stephen Bolt Nigel Brennan Bill Dickson Andrée Gee Gail Harris Paul Hayden Tim Jickells James Knight Leslie Mogford

Committee	Members
	Michael Scott Vic Thomson Melanie Vigo di Gallidoro Fran Whymark
Broads Local Access Forum 2 BA members	Harry Blathwayt Michael Scott
Hearings Committee (Chair of Audit and Risk Committee plus pool of 6 BA members)	Chair of Audit & Risk Committee Bill Dickson Gail Harris Greg Munford Simon Roberts Nicky Talbot Melanie Vigo di Gallidoro

Table 2

Member appointments to outside bodies

Outside body	Recommended appointments
BFI Elected Members Forum	Matthew Bradbury Matthew Shardlow (reserve)
How Hill Trust	Tim Jickells
Norfolk and Suffolk Broads Charitable Trust	Paul Hayden Simon Roberts
Whitlingham Charitable Trust	In abeyance
Broads Tourism	Paul Hayden
Upper Thurne Working Group	Harry Blathwayt

Broads Authority

24 September 2021

Agenda item number 7

Summary of actions and outstanding issues following decisions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Pilot agri-environment scheme for the Broads (Broads Test and Trial of ELMS)	16/03/2018	Andrea Kelly	Submission to Defra for pilot agri-environment scheme for the Broads, which builds on partnership work with NFU and local land managers and is prepared with assistance of local conservation NGOs.	<p>Oct 2019: Defra awarded Broads Test and Trial (T&T) contract. Sub-contracts awarded to Natural England, Norfolk Farming Wildlife Advisory Group and facilitator.</p> <p>Nov 2019: Broads Test and Trial published on website. Project investigating payments, management interventions, monitoring and verification of interventions.</p> <p>13 Nov 2019: First partnership workshop with 63 farmers and land managers hosted by BA, NFU, Natural England, Norfolk Farming Wildlife Advisory Group and facilitator, excellent participant feedback. https://www.broads-authority.gov.uk/looking-after/projects/environment-land-management-system.</p> <p>Workshop report circulated to Steering Group and participants and interested parties.</p> <p>10 Feb 2020: Defra ELMs team and Broads farmer site visit.</p> <p>Dec 2019 - May 2020:</p> <p>Objective 2 - Developed detail and costs of management interventions and scheme tiers for grazing marsh and fen/reedbed habitats; reviewed Site Emission Tool (carbon calculator) from similar habitats to trial from June 2020.</p> <p>Objective 3 - Trialled self-assessment form for fen and fen meadow in liaison with Conservation Organisations and British Reed Growers Association.</p> <p>Objective 4 - Assessed local board roles and membership.</p> <p>Objective 5 - Mapped information to inform collaboration around the Broads.</p> <p>29 Apr 2020: Submitted contract variation to Defra for extension from June-Oct and additional budget to collect data. Defra invited BA to submit costs for up to date fen management work.</p> <p>May 2020: Preparing online surveys and pre-recorded presentations.</p> <p>Jun 2020: Responded to Defra ELMS Policy Consultation and responding to Defra Peat Strategy Consultation.</p> <p>Signed new T&T Defra contract. Sent two online surveys to over 300 farmers and land managers - 77 completed.</p> <p>Contributed to thematic webinar on advice provision to Defra policy team. Preparing presentation to T&T thematic 15th July to Defra policy team. In discussion with partners and Defra on additional work to assess fen payments. Prepared grazing costs for verification with 10-15 farmers and land managers.</p> <p>Tested Site Emission Tool (carbon calculator) on one site and gaining agreement to test carbon savings on farmers land. Working with Oxford University Research Student to assess ELMS in Norfolk.Sept 2020:</p>	31/08/2021

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Analysed two online surveys. T&T report written for approval by Steering Group. Outputs include Broads Tier Structure, grazing payments budget and Collaboration Plan.</p> <p>EPA presented conclusions to Defra ELM scheme Policy Team. Defra requested BA applies for contract extension for further ELM scheme work, focusing on advice provision, formation of Local Board and role of convenors.</p> <p>Oct 2020: Full Report and Summary Action Plan published (https://www.broads-authority.gov.uk/looking-after/projects/environment-land-management-scheme). Held meeting with Defra ELM team leaders and policy officers.</p> <p>Extension and new contract being formalised with Defra to test and trial 'advice provision' by end Dec 2020 and 'local governance' by end March 2021. Advice online questionnaire drafted. Policy governance approach and role for investment gathering being discussed.</p> <p>Jan 2021: Advice Provision Survey sent, analysed and report published Broads-Test-Trials-Extension-Advice-Provision-Final.pdf (broads-authority.gov.uk). c.60 responses from farmers (71%) and land managers. New Test & Trial on setting up and trialling Local Governance proposal submitted to Defra for approval Jan 2021.</p> <p>Feb 2021: New Test & Trial approved by Defra Jan 2021. Partners will set up and trial the Broads Land Management Board and Local Convenor role and operate the Board via topic based seminars.</p> <p>Defra and Protected Landscape Farming Project is providing free advice on entering countryside stewardship - Countryside Stewardship in the Broads flyer (broads-authority.gov.uk). The Farming Project is also working with 3 local AONBs and UEA to produce Protected Landscape Natural Capital Evidence Compendium for farmers and land managers to support their E.L.M.</p> <p>9 Mar 2021: Defra guidance on Farming in Protected Landscapes scheme, due in Feb, still awaited.</p> <p>1 July 2021: Launch of the Farming in Protected Landscapes (FiPL) programme Farming in Protected Landscapes (FiPL) (broads-authority.gov.uk)</p> <p>26 Aug 2021: Land Management Board set up with operating ToR and members, which has benefited the quick start of FiPL. T&T activities complete, including 3 seminars with National Expert speakers, and assessment of the role of Local Convenor via structured interviews. Report written and submitted to Defra. Setting up a handover meeting with Defra.</p>	
National Parks Review: Response	28/09/2018	John Packman	That the Chairs' Group, together with the Chief Executive, provide a robust response for submission to the Review Team based on the eight areas required of the team and guidance from Members as indicated. Deadline response submission 18 December 2018. Chairs Group to meet 5 Dec 2018 to finalise response and consider points raised. Members also able to submit individual responses.	<p>Sept 2019: Landscapes Review Final Report published 21 Sept. Awaiting Government response to review.</p> <p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/833726/landscapes-review-final-report.pdf</p> <p>Nov 2019/Jan 2020: Members received preliminary paper for discussion. Report on 31 Jan highlighted Review's 27 proposals and asked Members to consider BA priorities for more detailed discussion. Agreed to focus on where BA already taking action in line with Broads Plan, and where resources allow.</p> <p>Mar 2020: Issues for future discussion: Climate change and carbon capture; Biodiversity and future of agriculture; Promoting wider participation with National Parks on health and wellbeing benefits; Explore Proposal 21 Welcoming new landscaping approaches in cities and the coast - e.g. Norwich City as a National Park City.</p>	24/07/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>May 2020: Report and presentation on climate change to be given at BA meeting 24 July 2020.</p> <p>Oct 2020: Awaiting Government response on Landscape Review.</p> <p>Nov 2020: Defra's publication of The Ten Point Plan for a Green Industrial Revolution (publishing.service.gov.uk), which includes this headline "New national parks and greater protections for England's iconic landscapes to improve access to nature and better protect the country's rich wildlife and biodiversity".</p> <p>April 2021: Awaiting Government response on Landscapes Review.</p> <p>June 2021: Written Ministerial Statement issued on 24 June Written statements - Written questions, answers and statements - UK Parliament, and response from National Park England Landscapes review - government response: National Parks England.</p> <p>September 2021: Publication of Government response/consultation anticipated in October/November</p>	
Wherryman's Way footpath on River Chet	26/07/2019	Rob Rogers	Wherryman's Way footpath by River Chet included in priority actions for new Waterways and Recreation Officer. Discussions ongoing with Norfolk County Council.	<p>Work to be split into 2 phases over winter 2020 and 2021. Plan is to concentrate efforts in first year on Loddon FP4, Langley with Hardley FP9 and Loddon FP5.</p> <p>NCC to repair two bridges at Loddon FP4 by Sept 2020.</p> <p>Environmental officers to complete minor tree/shrub clearance by Oct 2020.</p> <p>BA operations team to dredge Chet for 3 months from Oct 2020 and dispose of material on sections of footpaths mentioned. They will return 6 months later to rebuild paths with new material. Similar work to continue in 2021 to restore rest of footpaths at eastern end of Hardley Flood.</p> <p>May 2020: Project now part of a much larger programme of works in partnership with Norfolk County Council and CIL application; to include new circular routes, bank stabilisation, signs and infrastructure, and access for all resurfacing works. Programme improvements across entire Wherryman's Way beginning 2021.</p> <p>Oct 2020: Funding application submitted Aug, been through first round approval and decision to be made in Dec.</p> <p>Dec 2020: Application unsuccessful. Reframing bid with Norfolk CC colleagues to submit in a future funding round.</p> <p>Apr 2021: BA to dredge River Chet and place sediment onto footpath winter 2021/2022. Arrangement made with Norfolk CC to return up to 18 months later to reshape footpath once sediment has dried.</p> <p>Jun 2021: BA partnering up with NCC for CIL application to carry out additional works here and at Surlingham and Bramerton.</p> <p>July 2021: The CIL bid has been submitted (end of July 2021) with responses for successful bids expected in Nov 2021. Dredging in the River Chet is programmed for October 21 with material being deposited onto the footway to help build up the path. The CIL money (if successful) will be used to restore bridges and stabilise the banks at weak points.</p>	31/12/2021
Draft planning documents for consultation	27/09/2019	Natalie Beal	Processes for consultation on Draft Marketing and Viability SPD and Residential Moorings Guide, and adoption of Flood Risk SPD and Statement of Community Involvement.	<p>Sept 2019: Documents submitted for first stage public consultation from 30 Sept to 22 Nov.</p> <p>Jan 2020: Statement of Community Involvement (SCI) and responses to consultation considered by Planning Committee on 6 Dec 2019 and adopted by BA on 31 Jan 2020.</p>	24/07/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Jan-Mar 2020: Flood Risk SPD and responses to consultation considered by Planning Committee on 10 Jan. Amended SPD approved by BA for 2nd round consultation from 31 Jan to 6 March. Planning Committee 6 Mar recommended that BA adopt SPD following minor amendments.</p> <p>May 2020: Draft documents endorsed for consultation (under delegated powers in light of COVID-19 lockdown): Marketing and Viability SPD (Planning Committee 7 Feb & 6 Mar), Residential Moorings Guide (Planning Committee 6 March), consultation period for both documents 16 March to 5 June.</p> <p>July 2020: BA adopted amended SCI to reflect COVID-19 restrictions.</p> <p>25 Sept 2020: BA endorsed joint statement with Environment Agency on Strategic Flood Risk Assessments.</p> <p>Oct 2020: Draft Residential Moorings Guide and Peat Guide both out to public consultation.</p> <p>Mar 2021: Residential Moorings Guide went to Planning Committee (Feb) and due to go to BA (March) for adoption, but delayed to consider further comments from EA. Peat Guide went to Planning Committee (5 March) and on this agenda for adoption.</p> <p>Apr 2021: Peat Guide adopted at March Broads Authority. Marketing & Viability Guide being prepared for consultation. Residential Moorings Guide adoption delayed.</p> <p>July 2021: Residential Moorings Guide adopted and Marketing & Viability Guide agreed for consultation at July Broads Authority. Statement of Community Involvement may be updated in the next few months to reflect the start of the Local Plan review.</p>	
Responding to Climate Change Emergency	27/09/2019	John Packman	<p>To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to:</p> <p>Recognise climate emergency</p> <p>Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040.</p> <p>Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system</p> <p>Work with constituent local authorities to reduce emissions from domestic, travel and other sources in the Broads across the two counties.</p> <p>Work with farmers, land managers, NFU and Defra to influence land management practices, to maintain and build organic matter and carbon in soil, improve</p>	<p>Sept 2019: Principles agreed - first in series of items dealing with climate change.</p> <p>22 Nov 2019: Presentation to BA from Asher Minns, Director of Tyndall Centre at UEA and update by CANAPE Project Manager/Carbon Reduction Projects Manager.</p> <p>10 Jan 2020: Planning Committee report on planning policy response to climate change mitigation and adaptation.</p> <p>May 2020: Progress report to BA prepared on Climate Change Action Plan for Broads Authority and Broads Area. Deferred to BA meeting in July due to COVID-19 situation.</p> <p>July 2020: Report on agenda on Climate Change Action Plan - agreed to set target of 1.5 degree compliant emissions curve for Broads executive area, in line with Tyndall Centre recommendations, and use as basis for public engagement and working with partners.</p> <p>Sept 2020: National Parks England received data from BEIS on emissions from National Parks and the Broads. Work underway to better understand these figures, in particular around boating emissions listed as several times higher than previous estimates.</p> <p>Yare House electricity supply switched to Green Tariff. BA investigating capacity of its equipment to use higher percentages of biofuel. These measures will achieve targeted savings for this year.</p> <p>With South Downs NPA, BA working with Smallworld Consulting Ltd to deliver Consumption Baseline for Broads Area by March 2021. From data provided by this and BEIS data, BA will establish savings needed in each year to achieve carbon neutrality.</p> <p>12 Mar 2021: Facilitated presentation on climate change to the Norfolk Public Sector Leaders Board.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			biodiversity and store water to protect against flooding and drought. Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism ; and Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.	August 2021: Trial of HVO Biofuel with the CME team has been successful. This can provide a low-carbon fuel source for our heavy equipment before electric/alternative fuelled equipment becomes available, and make a substantial reduction in the BA Carbon Footprint. Ongoing work with Smallworld Consulting Ltd to calculate a consumption based Climate Footprint for the Broads Executive Area, in line with the National Parks Family. This will inform our high level targets for Climate Mitigation. Survey of boat owners in the Broads completed to get a better understanding of usage habits and fuel consumption, and to gather views on green boating. Funding received to carry out a partnership project (led by Ren Energy Ltd) to deliver a feasibility study into an electrified broads network.	
Visitor Services Review (Exempt)	22/11/2019	Rob Leigh	To continue to examine the short-term options presented and test different small-scale options if possible, and to defer considering a business case and site analysis for a Visitor and Education Centre.	Nov 2019: Acle Bridge site included in strategic approach to visitor services in Visitor Services Review (exempt report) to BA on 22 Nov. In line with BA decision, current visitor services development focusing on sites other than Acle Bridge, e.g. Forum in Norwich. Mar 2020: Negotiations with Norwich City Council continuing positively. Aiming for launch of new facility in Norwich Forum in April. BA committed financial support from existing visitor centre budgets towards staff presence and refurbishment works. Good progress made for visitor centre presence at Lowestoft rail station, aiming to be in place in April and funded from existing visitor centre budgets. May 2020: Plans on hold due to COVID-19 situation. July 2020: Plans for refurbishment of new combined Norwich / Broads/ Jarrold visitor centre at Norwich Forum on hold until close of season 2020; likely to be in done in time for 2021 season. May be possible to have Broads presence within visitor centre from late July 2021; awaiting update from Norwich City Council on reopening plans. Lowestoft Rail Station Broads National Park signs and Suffolk Wildlife Trust Carlton Marshes visitor centre display on hold due to COVID-19. Existing TICs at How Hill and Hoveton reopened on 4 July. Boat trips expected to be running again by end of July. Sept 2020: Ra trip boat awaiting repair to control unit, which has delayed trips restarting. Visitor centres: Norwich City Council trialling reopening Norwich Forum with reduced capacity; working towards refurbishment for 2021 season but uncertainty due to C-19 and Jarrolds reorganisation. Broads National Park display completed at Lowestoft train station TIC (run by Community Rail Partnership). Suffolk Wildlife Trust, Carlton Marshes - agreed to install Broads National Park displays before official opening Spring 2021 (soft opening Autumn 2020). Jan 2021: Ranworth TIC to reopen April 2021 as Broads National Park information centre with Liana boat trip running from staithe. Ra will move to Hoveton. Investigating possibility of installing Broads National Park display on outside area of Norwich Forum from Summer 2021 to Spring 2022. Project would be funded by Intereg EXPERIENCE project. Work progressing with Norfolk County Council to secure funding and procure exhibition specialist. Discussions ongoing regarding on inside space of Forum information centre. April 2021: Ranworth TIC reopened.	31/03/2021

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Response to the COVID-19 emergency and the financial position of the Broads Authority and local businesses	25/06/2020	John Packman	That the Authority supports the approach for hire boat charges in 2020/21 outlined in the report following consultation with the Navigation Committee on 11 June 2020. To authorise the Chief Executive to negotiate and sign a Change Control Notice to the Authority's Funding Agreement with Defra on the lines set out in paragraph 2.2. of the report, following consultation with the Chairman and Vice-Chairman of the Authority and the Chair and Vice-Chair of the Navigation Committee, and subsequent circulation of the document to members for comment.	July 2020: Chief Executive gave verbal update at 24 July BA meeting. Hire boat operators informed of arrangements agreed by BA on 1 July 2020. Survey of hire boat operators carried out on impacts of Covid-19 on their businesses. 3 Sept 2020: Update to Navigation Committee on BA financial position and hire boat operators survey results; NC endorsed recommendations to BA as in report on today's agenda. Nov 2020: Second hire boat operators survey carried out. Member briefing on tolls 5 Oct. Update report to Navigation Committee 22 Oct and recommendations in report to BA on today's agenda. Jan 2021: BA Management Team and Sections Heads continuing weekly COVID Management Group meetings to review Government guidance and financial position and prepare briefing for members, staff and volunteers. Finance report on today's BA agenda outlines latest financial information. Mar 2021: BA provided verbal update at BA meeting on 19 March, including recruitment of new Rangers and completion of nine animated safety videos. April 2021: Initial training of Rangers completed. Animated videos circulated and received positive reviews. Sept 2021: Rangers have had a very busy season – high level of reporting.	03/09/2020
Nature for Climate Peatlands Discovery Grant	23/07/2021	Andrea Kelly	To submit a partnership application to the Nature for Climate Discovery Grant. Scheme launched on 7 July with a closing date for applications of 1 September 2021.	July 2021: Members agreed to submit an application, at the Broads Authority meeting on 23 July 2021, with the Authority as the lead partner. Aug 2021: Bid submitted. Natural England report that they will announce successful projects in mid-November 2021.	01/09/2021
Farming in Protected Landscapes (FiPL)	23/07/2021	Marie-Pierre Tighe	To deliver the Farming in Protected Landscapes (FiPL) programme.	24 August 2021: First meeting of the Local Assessment Panel, in collaboration with Norfolk Coast AONB. Ten applications were approved: five from the Broads (about 62% of the allocation), and 5 from the AONB (about 69% of the allocation).	

Date of report: 08 September 2021

Broads Authority

24 September 2021

Agenda item number 8

Waterways Management Strategy and action plan

Report by Head of Construction, Maintenance & Ecology

Purpose

This report introduces the Waterways Management Strategy and Action Plan 2022/23 to 2026/27 (link to full document in section 1.4 of report). The Strategy provides a framework for the integrated, sustainable and cost-effective management of the navigable waterways in the Broads Authority Executive Area, drawing together all the objectives and management techniques used to manage navigational access in the area. It pulls together all the Authority's waterways work areas and describes how they are managed. The Strategy is linked to Authority resources, budgets, known work allocations and emerging trends. A set of key issues are presented for discussion, focussing on some of the technical detail that will shape future prioritisation methods, scope of works and reporting processes.

Broads Plan context

The Waterways Management Strategy will contribute to multiple objectives, in particular those under Aspirations 3, 4 and 6 to manage sediment sustainably, maintain a safe open navigation, and maintain the access network and visitor facilities.

Recommended decision

To endorse the Waterways Management Strategy and Action Plan 2022/23 to 2026/27.

Contents

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1. Introduction

- 1.1. The publicly accessible rivers, broads and channels within the Broads Authority Executive Area form the geographic extent of the Waterways Management Strategy for

activities carried out by the Broads Authority. The character and use of the different parts of these publicly accessible waterways varies considerably. This means that a fixed management approach would not give the best outcome for recreational users or for environmental considerations, or allow efficient deployment of Authority resources. The finite level of staffing and budgets available each year for managing the waterways means that having a clear prioritisation process for works is critical.

- 1.2. The vision in the Broads Plan (2017) relating to navigation within the Broads waterways is that: “The past and present importance of the waterways for navigation, biodiversity and recreation is recognised and cherished, and the asset is protected, maintained and enhanced. Wildlife flourishes and habitats are maintained, restored, expanded and linked effectively to other ecological networks. Land and water are managed in an integrated way, with local and landscape scale management creating resilience and enabling flexible approaches to meet changing environmental, economic and social needs.”
- 1.3. To work towards this vision, three overarching aims are proposed for the Waterways Management Strategy:
 - User experience: The Broads Authority shall manage the navigation area so that users feel informed and safe, have an enjoyable experience and are able to appreciate the special qualities of the Broads environment.
 - Integrated management: The actions carried out by the Broads Authority shall be targeted so that resource use is efficient, to have biodiversity protection and carbon reduction is embedded throughout and, through working with landowners and other statutory bodies, to ensure works are carried out according to best practice.
 - Transparency: The Authority shall monitor the condition of the waterways, have a clear, evidence-based prioritisation process for arranging work programmes and have open communication with stakeholders to incorporate user feedback. A 5-year plan shall be produced, with regular progress reported.
- 1.4. The [draft Waterways Management Strategy](#) has sections covering:
 - Developments in legislation and policy
 - Principles of waterways management
 - Detailed objectives for the different techniques of waterways management (sediment management, water plant management, riverside tree management, bankside habitat & erosion management and channel marking)
 - Technical appendices
- 1.5. Any required assents, licences or assessments will be gained at a later date, before the implementation of the projects starts.

2. Key areas of strategic review

- 2.1. Five key areas are presented in this report for targeted discussion and consultation, where there have been substantive changes in approach or where new evidence has been introduced, as set out below.

Update of mean low water level – the sediment modelling baseline

- 2.2. As water levels vary daily and seasonally, a modelled water level that can be used as a standard reference is required when setting a target water depth in the rivers and broads. Waterways specification depths are presented in the map in Appendix 1 of this report. To ensure that the specification depth is present at most states of tide, the reference water level is taken as the average level at low water (or mean low water). Data from river level gauges operated by the Environment Agency has been used to calculate mean low water level at 18 stations across the navigable system. The values for mean low water level have been updated from those previously used, which were based on data available in 1993. The difference between the two baselines is that the new model baseline is an average of 11.8 cm higher than previous. Sediment volumes causing non-compliance with the waterway specification depths have been subsequently recalculated. Across all the navigable broads and rivers, the updated mean low water model, at the slightly higher level, has reduced the total sediment volume identified as requiring dredging from 1,010,000 m³ to 815,430 m³.
- 2.3. A section is included in the Strategy document about the impact of variations in water level on the ability for vessels to pass under bridges. High water levels have led to vessels of air draughts of above certain heights, not being unable to pass through some low bridges for sustained periods. Some evidence for Potter Heigham bridge is presented.

Revision of waterways specifications inside and outside marked channels

- 2.4. To aid the reporting of compliance against waterways specification targets, the navigation area has been broken down into Management Units. These are definable stretches of river, individual broads, or marked channels within broads, where there is some level of uniformity of usage or general physical character. To help clarify the waterways specifications in waterbodies with marked channels, Appendix 2 shows where there are examples of two specifications, both within and outside of a marked channel. Significant volumes of sediment not meeting current waterways specifications can be found outside the marked channels, for example in Hickling Broad (191,550 m³) and Rockland Broad (103,260 m³). These two management units contribute 36% of the total identified dredging requirement for the whole of the Broads navigation. Separation of management units helps focus priorities. Many of these proposed changes are to regularise existing, but undocumented management specifications and to bring similar sites into a more consistent management approach.

Revision to Breydon-Lower Yare commercial waterways specification

- 2.5. A managed channel depth of 4 m (below mean low water) has previously been reported for Breydon Water to Cantley. As commercial freight is not presently using this route, it

is proposed to report on dredging requirements and carry out to meet a 2 m waterway specification. Breydon Water has regular transit of smaller in-shore commercial fishing, harbour pilot and windfarm support vessels drawing less than 2 m. If a request was made to the Authority for passage of commercial freight vessels drawing more than 2 m, then the route would be planned, potentially with the aid of a pilot and any dredging requirements to facilitate that passage would be evaluated. Current water depths in the River Yare below Cantley and through Breydon Water are relatively stable. Latest hydrographic data show a water depth consistently greater than 3.5 m below mean low water level throughout this section, for the middle 2/3rds of the channel width.

Revision of waterways specifications – above and below the water

- 2.6. As well as the depth of water, other dimensions of the physical space in which vessels operate need to be understood and defined. Together these features form the “navigable envelope” and include: width of river (bank to bank); height of water plants growing up from the bed; width of emergent and water plants growing at the river edges; and distance of tree growth out from the river edge and overhanging the water. Scaled diagrams showing the waterways specifications for the various river widths are shown in Appendix 3. Also shown are illustrative examples of waterways specification boundaries for various river edge features such as trees, water plants, 24 hour moorings and channel markers.
- 2.7. As these river channel features are largely driven by natural processes, a considerable variation in any one or all of these features may be observed across the navigation area at any one time. As such, the management required to maintain minimum standards will be rotational over different timescales. For examples, water plant cutting is focussed at high priority locations within the growing season each year (May-September), while priorities for riverside tree management are spread across a 5-year work programme.

Introducing internal carbon pricing

- 2.8. Carbon pricing is a financial tool that aids the shift towards a low-carbon economy by allowing the environmental and social costs of carbon emissions to be quantified. The responsibility of emissions is thus allocated back to the emitter instead of society at large and/or the environment, also known as the ‘polluter pays principle’. Use of internal carbon pricing in the strategic planning and cost-benefit analyses for procurement options such as for fuel, heavy plant and vessels would allow the Authority to financially incentivise selection of low-carbon technologies that may be more expensive than traditional (fossil-fuelled) options. Current Authority procurement guidelines allow for a 10% surcharge for environmentally friendlier purchase options. This shadow price is proposed to be set to £50/tCO₂eq to align with net-zero targets and globally reported recommendations.

Table 1. Diesel usage for operational vessels and equipment, financial year 2020/21.

Cost of diesel (£)	CO₂ emissions (tonnes)	Internal carbon cost (£ - ICP method)	Cost of fuel + internal carbon cost (£)
29,621	179.8	8,990	38,611

3. Summary of Navigation Committee feedback

- 3.1. The draft Waterways Management Strategy was presented to the Navigation Committee on 2 September. Feedback was focused on water level trends restricting some vessel passage under bridges and the removal of the 4-metre dredge depth specification for Breydon Water and the River Yare to Cantley.
- 3.2. For the refresh of the mean low water level model, the Navigation Committee was content with the approach taken and the way the model is used for informing dredge specifications and reporting of progress. Members asked that the additional value of the water level data was focused above the water line, and when considering the air draught available under the various fixed height bridges around the Broads. Experience of prolonged winter water levels and greater periods of restriction for some vessels under bridges was discussed. While the Authority is not responsible for the bridges, informing navigators of restrictions is an ongoing duty. The Authority's role in wider discussions with the Environment Agency and the Broadland Futures Initiative on managing the navigation impacts of future changes to water level was acknowledged.
- 3.3. Navigation Committee members agreed that the reduction of the dredge specification from Breydon to Cantley to 2m was acceptable, given the current level of use and cost of dredging to 4m. Given the naturally deeper channel and high tidal range along this section of river, risk of excessive sediment accumulation was not foreseen. The Authority remains open to any discussion for commercial freight access in the Broads. If future dredging or increase of the water depth specification is required, then this can be brought back for consultation with members.

Author: Dan Hoare

Date of report: 09 September 2021

Background papers: Draft Waterways Management Strategy and Action Plan 2022/23 to 2026/27 <https://www.broads-authority.gov.uk/about-us/how-we-work/strategy/waterwaysmanagement-strategy>

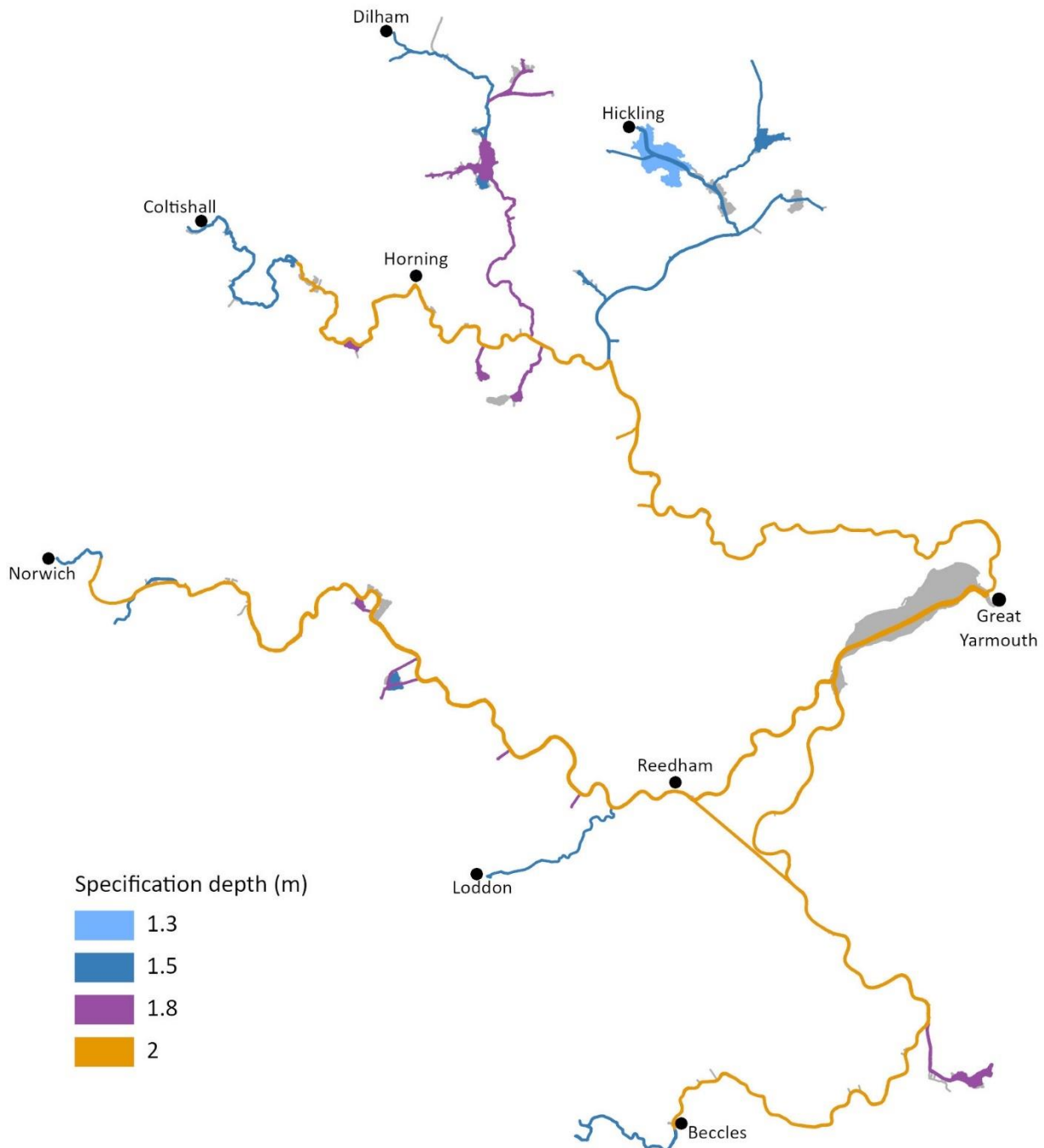
[Broads Plan](#) strategic actions: 2.1; 2.3; 3.1; 3.2; 4.2; 6.1

Appendix 1 – Map of waterways specification depths

Appendix 2 – Waterway specification for inside and outside of marked channels

Appendix 3 – Waterways specification diagrams

Appendix 1 - Map of waterways specification depths (September 2021)



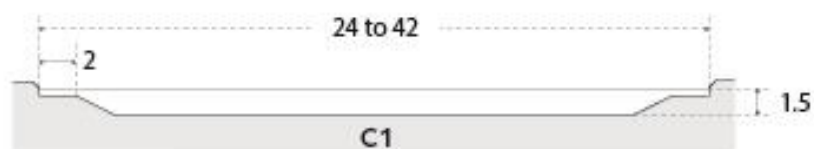
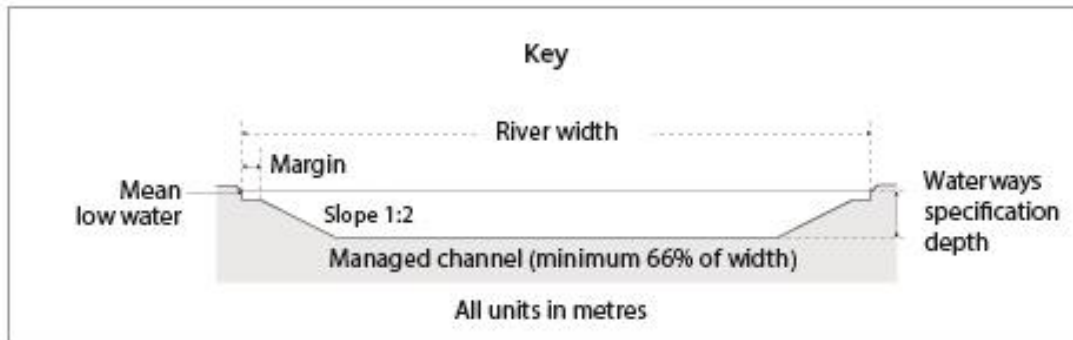
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Appendix 2 – Waterway specification for inside and outside of marked channels

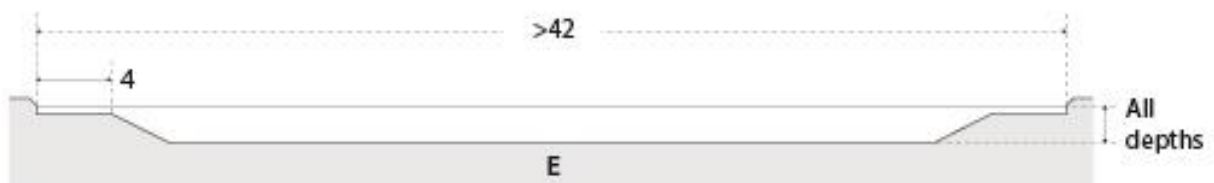
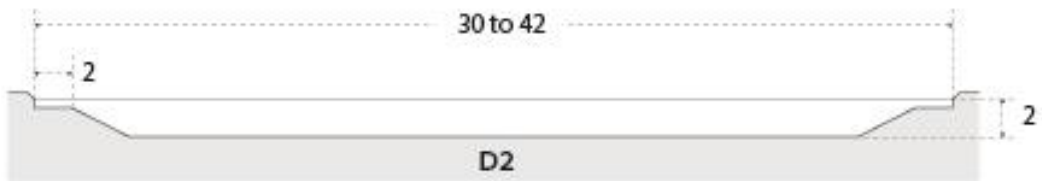
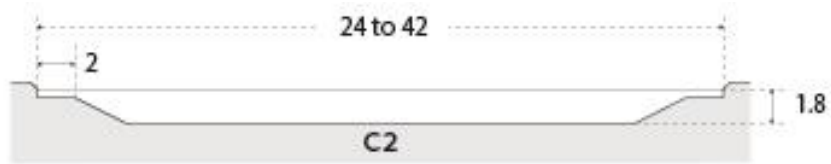
	Marked Channel - (m below MLW)	Outside of Channel - (m below MLW)	Hydrographic survey outside of marked channel	Revision of waterways specifications inside and outside marked channels
Barton Broad	1.8	1.5	17.8 ha = £1,220	Consistently apply the 1.5 m waterway specification outside the channel Report as two separate areas for dredge volumes. Carry out hydrographic survey at least every five years within marked channel and every ten years for outside
Hickling Broad	1.5	1.3	112.0 ha = £7,710	Retain existing waterways specifications. Report as two separate areas for dredge volumes. Carry out hydrographic survey at least every five years within marked channel and every ten years for outside.
Heigham Sound	1.5	No waterways specification set	23.1 ha = £1,590	Retain existing waterways specifications. Propose not to carry out a hydrographic survey outside the marked channel unless a specific project requires it in the future.
Martham North Broad	1.5	No waterways specification set	4.8 ha = £330	Retain existing waterways specifications. Propose not to carry out a hydrographic survey outside the marked channel unless a specific project requires it in the future.
Rockland Broad	1.8	1.5	13.1 ha = £900	Retain existing waterways specifications. Report as two separate areas for dredge volumes. Carry out hydrographic survey at least every five years within marked channel and every ten years for outside

Bargate Broad	1.8	No waterways specification set	3.1 ha = £210	<p>Retain existing waterways specifications.</p> <p>Marker buoys to be placed to indicate the line of the managed channel between the connecting dykes.</p> <p>Propose not to carry out a hydrographic survey outside the marked channel</p>
Breydon Water	2.0	No waterways specification set	460 ha = £30,880	<p>Retain existing waterways specifications.</p> <p>Work with partners to obtain access to existing hydrographic survey data from outside the marked channel.</p>

Appendix 3 – Waterways specification diagrams



Diagrams A to E scaled relative to each other



Broads Authority

24 September 2021

Agenda item number 9

Norfolk Strategic Flooding Alliance Strategy

Report by Director of Strategic Services

Purpose

The constituent members of the Norfolk Strategic Flooding Alliance (NSFA) are working together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding, and better placed to ensure adequate water supplies during droughts. This report introduces the NSFA Strategy and seek its endorsement by the Broads Authority.

Broads Plan context

Collaboration to manage flood risk and water supplies in Norfolk, which comprises the Norfolk part of the Broads Authority Executive Area.

Recommended decision

To endorse the Norfolk Strategic Flooding Alliance (NSFA) Strategy.

1. Introduction

- 1.1. The Norfolk Strategic Flooding Alliance (NSFA) was formed earlier this year, chaired by Lord Dannatt. This was initiated following intense storms that caused widespread flooding, severely impacting local communities, key services and transport networks in Norfolk. The most recent significant event occurred on the night of 23/24 December 2020, in an arc from Martham through South Norfolk to Watton. More than 180 homes were flooded, the highway network was severely affected at the time, and many roads and embankments suffered substantial damage.
- 1.2. To mitigate these increasingly common extreme weather events, the aim of the NSFA is to strengthen partnership working amongst the many organisations with responsibilities for flood risk management in Norfolk, to help better protect Norfolk from future flood events. With the commitment of all partners to a renewed flood risk management strategy, the NSFA can approach central government with a united voice to ensure Norfolk and its residents gets the investment it needs.
- 1.3. Regular NSFA meetings have been taking place since February, which the Director of Strategic Services has attended on behalf of the Authority. One key activity has been to

develop the NSFA Strategy in Appendix 1, which went through an iterative process and is now ready for ratification.

- 1.4. The membership of the NSFA, which includes 34 organisations, is listed in Appendix C of the NSFA Strategy. All organisations have been requested to endorse the NSFA Strategy by the end of September.

2. NSFA Strategy

- 2.1. The Strategy includes 5 sections: Introduction; Our goals; Our approach; NSFA governance & structures; and Assessing success. Appendix A is an action plan, and the Broadland Futures Initiative (BFI) is mentioned at Action 1.3. Appendix B is a record of achievement, and Appendix C is the NSFA membership.
- 2.2. There are links between the NSFA and Broads Authority activities, with opportunities to collaborate and to share data, for example case studies (such as what can be done to reduce and slow run-off) from our catchment work, as well as the reports produced by BFI, which are available to the NSFA.
- 2.3. The BFI is represented at the NSFA by a number of organisations, and therefore we will seek to develop good partnership working between the BFI and the NSFA through good communication and sharing of knowledge to make sure that the aims and aspirations of both initiatives support and complement one another. We welcome the fact that Water Resources East is also represented at the NSFA.

Author: Marie-Pierre Tighe

Date of report: 18 August 2021

[Broads Plan](#) strategic actions: 1.3, 1.4

Appendix 1 – Norfolk Strategic Flooding Alliance Strategy

NORFOLK STRATEGIC FLOODING ALLIANCE – OVERALL STRATEGY

The purpose of the constituent members of the Norfolk Strategic Flooding Alliance (NSFA) is to work together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts.

1. **Introduction.** The NSFA was formed following recognition that the county-wide response to flooding and flood-related risks is incoherent and improvements are required to protect and reassure Norfolk communities. Members of the NSFA are united in their determination to work collaboratively and transparently across boundaries and structures to improve the response of flooding and increase the coherency and consistency of flood risk management. The unique selling point of the NSFA is that it represents a single point of focus and collaboration for all flood-related challenges facing the County of Norfolk. Our Action Plan is at Appendix A and the record of actions achieved, so far, is at Appendix B.

OUR GOALS

2. **Our Vision.** The NSFA will be successful through the coordinated actions of the statutory authorities from central to local government, through to commercial companies, land and property owners large and small, their communities and individuals themselves. As a result, the people of Norfolk will have high level of confidence that flood risks are as low as reasonably practicable and are being managed within the overall context of improved water management.

3. **Our Objectives.** Our objectives are:¹

- a. Achieve a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.²
- b. Provide a cooperative approach to local, regional and national funding opportunities to mitigate Norfolk's flood risks.
- c. In accordance with Shoreline Management Plan governance, establish a strategic group (or Groups) for the coastal areas from the Yare to the Wash/Ouse to help mitigate coastal erosion and coastal flooding.
- d. Examine how to implement whole river management best practice for inland waterways from catchment areas to the sea.
- e. The planning system across the County is coherently applied and does not exacerbate the flood risks to new and existing residents and communities.
- f. When preparing and delivering their statutory or lead-agency responsibilities, category one responders and other relevant bodies will, where appropriate, collaborate through the Norfolk Resilience Forum (NRF) to:
 - I. enable the Local Lead Flood Authority (LLFA) to compile a common flood risk picture,
 - II. develop a consolidated action plan that maps multi-agency activities and progress,
 - III. ensure local flood resilience and the response to flooding events, which is streamlined and cohered across the County,
 - IV. achieve synchronised initiatives across Norfolk that mitigate the risk of flooding and enhance communities' local resilience, and
 - V. deliver a programme of exercises to confirm NSFA effectiveness and assure progress development.³

¹ These are distilled further into a series of actions and tasks in Annex A.

² This will include an understanding of other water management strategies and activities already in practice through other bodies and organisations.

³ We will do this in partnership with the Ministry of Housing, Communities and Local Government (MHCLG) or the Cabinet Office, partner authorities in the region and the Emergency Planning College, in the design, training, work up and delivery of the exercise.

- g. Enhance the confidence of Norfolk communities through regular public communications and engagement on flood risks, mitigation measures and resilience / self-reliance initiatives.
- h. Produce an Integrated Norfolk Water Management Strategy.⁴
- i. Deliver a united Norfolk view on flooding and water management issues to Central Government.

OUR APPROACH

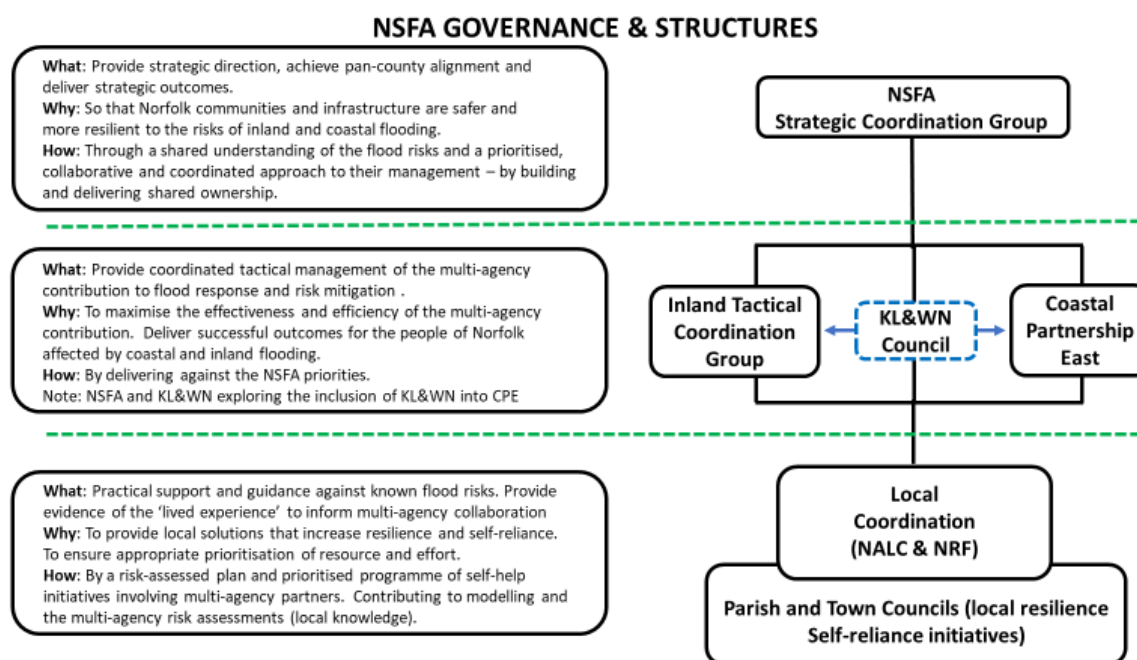
4. **Our Principles.** Our guiding principles are:

- a. We will work together in a collaborative and transparent manner through the statutory duties established by the Civil Contingencies Act (CCA) (2004) and its supporting doctrine and guidance as well as making maximum use of Public Sector Cooperation Agreements, where appropriate.
- b. Extant statutory or lead responsibilities remain with the relevant agency.
- c. We will share information and manage knowledge intelligently.
- d. We will focus on delivering the best outcome for Norfolk communities.
- e. We will speak with one voice and communicate clearly, coherently and consistently to Norfolk communities.
- f. We will exploit pre-existing structures and multi-agency fora to reduce duplication and ensure our activities are efficient and effective.
- g. We will ensure a balanced approach – delivering quick wins and set the conditions for achieving longer-term success.
- h. We will make evidence-based decisions and anticipate future risk through collaborative analysis and data sharing.
- i. We learn from others and our own experiences and seek to identify and share ‘best practice’ as appropriate.

5. **Strategic Collaboration – Threats and Opportunities.** It is unlikely that any single entity will be able to develop projects or solutions alone to mitigate the threats of flooding or to promote the opportunities of better water management. Collaboration (not duplication) between NSFA and Water Resources East (WRE) is essential to a coherent approach across the County of Norfolk. From a water management perspective, WRE and its strategic partners will identify opportunities in the short, medium and long-term to connect fluvial flood risk reduction with water scarcity opportunities, ideally delivering water quality benefits at the same time. This will predominantly focus on the opportunities to capture and store flood water and make it available for use for example for irrigation, energy production and to drive environmental improvement and natural capital net gain. Key partners in this work, alongside Norfolk local authority colleagues and WRE’s Norfolk Water Strategy partners (Anglian Water and The Nature Conservancy) will be landowners, internal drainage boards, local community leaders and environmental Non-Governmental Organisations (NGO).

⁴ To include an integrated approach to resource planning that considers all potential requests for funding to develop a single and prioritised statement of desired outcomes that all can work to deliver.

6. **How we Function.** The NSFA will operate across 3 levels (using Civil Contingencies Act doctrinal definitions for each level) – Strategic, Tactical and Operational/Delivery – a schematic representation of how this will be achieved, with broad roles and responsibilities, is shown below:⁵ The NSFA recognises that member organisations and authorities have different priorities, funding arrangements, regulators and statutory obligations. It is incumbent on NSFA members to highlight to the NSFA their constraints to help the NSFA appreciate how best to work around these for the benefit of local communities. While the NSFA will determine its priorities, it accepts the need to use the statutory and funding frameworks of other bodies in order to realise these priorities. The Norfolk County Council (NCC) communications team would use this strategy and action plan to develop a proactive communications and engagement plan.



ASSESSING SUCCESS

7. **What will success look like?** Achieving the stated vision will be the ultimate assessment of success for the NSFA. On our journey to achieving this vision, the NSFA will assess performance against the individual objectives (para 3), the specific actions and tasks (annex A) and our ways of working / guiding principles (Appendix B). On an annual basis (July NSFA meeting) members will be invited to affirm their commitment to the NSFA and the delivery of collaborative working in accordance with our guiding principles.

8. **Universal Stakeholder Buy In.** On an annual basis – commencing in July 2021 - the stakeholders, who are the constituent members of the NSFA (details at Appendix C), will commit to work together by formally signing off the annual NSFA Overall Strategy, of which this is the first.

⁵ For local operational/delivery groups to be successful, there will need to be multiple (to spread the load), probably covering either the district council areas (with a number amalgamated to ensure there aren't too many groups for those of us that cover the whole of Norfolk) or Anglian Water water recycling collection areas. Discussions are underway to see if KL&WN might consider joining Coastal Partnership East and therefore remove the need for a bilateral arrangement between the NSFA and KL&WN on coastal flooding matters.

APPENDIX A - ACTION PLAN

Code: **RED**: Significant issues to be resolved or task/outcome/action not commenced, **Amber**: Significant issues identified and plan to resolve developed – no target date set, **Yellow**: minor issues or progress to achieve goal is on track, **Green**: desired task/action/outcome achieved.

SER	TASK	ACTION	PROGRESS	LEAD/OWNER	ASSESSMENT
1	Task 1. Develop closer working between all agencies and better co-operation	1.1 More effective collaboration to ensure clearer multi-agency emergency response, recovery and remediation actions.	Agreement to this strategy signifies a commitment from members to adopt the principles and objectives in their own programmes, plans and strategies and a commitment to work collaboratively to achieve the NSFA's objectives.	All	
2		1.2 The need to have a single consolidated approach to flooding across Norfolk so there is no 'post code lottery' (e.g. removal of the confusion about the utility and availability of sandbags).	<p>To be addressed through the NSFA Inland Flooding Group. The NRF is developing a picture of what districts provide in terms of flooding support during both response and recovery phases. The NRF (via the Multi-Agency Fusion Group (MAFG)) will provide a formal update on who does what to the next Inland Flooding Group meeting in September.</p> <p>Explore the role of the Severe Weather and Flood Risk working group and how this might inform the working of the coastal and inland flooding groups.</p> <p>This work should recognise the roles and responsibilities of all 3 tiers of local government and consider how we balance locally derived needs with autonomy of decision-making and resourcing (especially finance) while achieving appropriate county-wide consistency.</p>	<p>Chair NSFA Inland Flooding Gp</p> <p>NRF Chair</p>	

3		<p>1.3 Develop in partnership with others (such as Water Resources East (WRE) and the Broadland Futures Initiative (BFI) options for how flood water might be used to alleviate drought risks or managed in a more integrated multi-agency approach.</p>	<p>First formal meeting between NSFA and WRE programmed for 17 May. It discussed opportunities for shared working and what 'plugs and sockets' are required between the 2 structures to ensure opportunities to deliver a holistic approach to water management might be achieved.</p> <p>Develop an appropriate 'plug and socket' approach with existing flood and drought initiatives to ensure an integrated approach while not duplicating effort.</p> <p>The BFI should be reviewed by the NSFA and areas of collaborative opportunity identified and factored into the NSFA Action Plan. The BFI considers existing and new plans that will emerge and impact upon the BFI plan area. It is expected that the BFI will inform the Norfolk Strategic Flooding Alliance (NSFA).</p> <p>Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast.</p>	<p>Chair NSFA</p> <p>MD WRE</p> <p>Chair BFI</p>	
4		<p>1.4 Develop a prioritised list of known flooding risk areas to guide initial collaborative working</p>	<p>NSFA members will share their capital and maintenance plans with each other to ensure the maximum opportunities possible for the development of synchronised and mutually supporting work and to help communicate our work with Norfolk Communities.</p>	<p>Chair NSFA</p> <p>Chairs of Inland and Coastal</p>	

			<p>An initial prioritised list comprises 16 flood sites that have been identified as complex and requiring multi-agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.</p> <p>A second tranche of flood risk sites is being considered.</p>	Working Groups	
5	Task 2. Clarify roles and responsibilities both amongst partners themselves and for the general public.	2.1 Education of Riparian owners, homeowners and businesses on their responsibilities, how to be more resilient in the face of severe weather and who to reach out to in times of flooding.	<p>Flyer produced and to be distributed to all properties (business and private across Norfolk). It provides basic advice and linkages to where specific advice can be found.</p> <p>NFRS, NRF and NALC exploring ways to improve local resilience and self-reliance through education and advisory programmes.</p> <p>Riparian owners need to be updated on their responsibilities to watercourse maintenance. This might be led by the CLA and NFU.</p>	CFO, NFRS NALC CLA NFU	
6		2.2 The potential for a Memorandum of Understanding to provide greater clarity and the need to undertake a gap analysis of areas not covered by agencies.	<p>To be considered by the NCC as the LLFA. Consideration should be given to the NRF to lead on developing this.</p>	NCC as LLFA (through NRF)	
7		2.3 Encourage local support groups to help improve community resilience through provision of support, education and information.	<p>Consideration should be given to the Coastal and Inland groups leading on this with NRF liaison for delivery of engagement and education programme. These groups might want to explore the role of the Coastal Flood Wardens as</p>		

			<p>a resource that might be developed for other scenarios.</p> <p>Consider the development of dashboard, to guide planning and response, in which flood data and the current picture is made accessible to all stakeholders.</p> <p>Consider the Introduction of a web-based portal to help householders and businesses identify who is responsible for what drainage asset.</p> <p>Integration of data feeds by the NCCC Norfolk Office of Data Analytics (NODA) to create an more holistic appreciation of risk and situational awareness. Intention to embed this in an open forum website (Norfolk Prepared) to ensure agencies and public maintain situational awareness and can prepare and response more effectively</p>	<p>Chairs of Inland & Coastal Groups</p> <p>CFO, NFRS</p> <p>NALC</p> <p>NRF</p>	
8		<p>2.4 Maintain regular communications with Norfolk communities on flooding related issues to ensure communities are as well informed on NSFA activities as is practicable.</p>	<p>This recognises the need for direct (NSFA to communities) and indirect (through a third party) communications. Parish Councils will have a key role to play here.</p> <p>Requires close collaboration and coordination on flooding related communications. NCC will lead on the development of a coordinated NSFA Communications Plans (including agreed, immediate lines to take in times of crisis).</p> <p>Utilise Norfolk Prepared website, tactical delivery through inland and coastal NSFA groups.</p>	<p>Chair NSFA</p> <p>Chair Inland and Coastal Groups</p> <p>NCC as LLFA</p> <p>NRF</p> <p>NALC</p>	

			The Norfolk Prepared website was advertised in the flood flyer and the website provides broad resilience and self-reliance advice.		
9		2.5 Consider what flood protection and mitigation capabilities are required and how they might be supported and supplied.	Item needs to be addressed by the inland and coastal flooding groups to identify most appropriate capabilities to mitigate flooding. Once the 2 groups have considered the issue for their respective remits, the NSFA should consider a consolidate view including how capabilities might be resourced	NSFA Chairs of inland and Coastal groups	
10	Task 3. Determine and implement appropriate mechanisms for funding flood-related initiatives.	3.1 A shared resilience fund to help agencies and authorities better react to emergency situations in a collaborative manner.	The Chairs of the Inland and Coastal working groups should consider what additional resources they required. This detail should be submitted to the NSFA who would fuse the requirements into a single submission for the LLFA to consider. This should be completed by end of July 21. CPE is also exploring a coastal adaptation mechanism to support those affected by erosion which could be linked	Chairs of the inland and Coastal working groups	
11		3.2 Maximising the capital, maintenance and revenue funding streams of NSFA members , as well as resource and skills, jointly to agree common priorities and funding for proactive water management initiatives.	A more collaborative approach to funding-streams, utilising Regional Flood and Coastal Committees (RFCC), and a more coordinated approach to the Business Plans of NSFA members should be the preferred method to operationalise the water management outcomes we seek for Norfolk. The NSFA will work integrally with Anglian (Eastern) and Anglian (Gt Ouse) RFCCs to ensure Flood Defence Grant in Aid capital and other	All	

			funding opportunities are maximised for all RMAS in Norfolk.		
12		3.3 Lobbying DEFRA regarding the funding criteria for retro-fitting SuDS and drainage improvement works, as current model undervalues the damage caused by surface water flooding and the costs of mitigation schemes			
13	Task 4. Improve the coherency of planning processes across the County to ensure that new developments do not exacerbate the flood and coastal erosion risks or act as a barrier to the development of options.	4.1 Removal of the automatic right to connect surface water from new developments to the sewerage system, which should be replaced with a more conditional approach to ensure all parties work together to assess and approve connections to the sewer network.	<p>Anglian Water is already involved in this work nationally with Water UK.</p> <p>Lord Dannatt and George Freeman MP wrote, on 23 Jun 21, to SofS EFRA and SofS HCLG to express concerns over 2 planning policy matters. The first regarding the automatic rights for developers to connect surface water from new developments to the sewerage system. Second, The ongoing responsibility of developers for drainage and water management on their developments.</p>	<p>Chair NSFA</p> <p>Anglian Water</p>	
14		4.2 Planning policy and guidance to be updated and strengthened to require flood risk betterment in areas of high flood risk and to reflect new environment policy objectives and new SuDs National Non-Statutory Technical Standards.	<p>CPE is working with our 3 LA planning teams and those at KLWNBC and south into Essex to ensure we have integrated coastal planning policy in relation to erosion and coastal change. we have a shared Supplementary Planning Document which we are currently reviewing in line with new and emerging Local Plans. We are also exploring spatial planning and development in Coastal Change Management areas with planners locally and nationally.</p> <p>Farmers and landowners perceive planning to be a barrier to the development of on-farm reservoirs, which will play a crucial role in</p>	<p>Chair NSFA</p> <p>NCC and District / Borough Councils</p>	

			<p>connecting flood risk with water resources, delivering economic and environmental benefits. The group needs to consider what is most needed, is it formal policy changes, guidance to landowners submitting applications or is internal guidance for planners needed to help them with reviewing an application? It would also be helpful to identify a number of 'shovel-ready' projects and test them through the planning system.</p> <p>The NSFA would consider forming a focused working group to understand the breadth of planning-related challenges and recommend a programme of work to address these.</p>		
15		4.3 LLFA to review thresholds for bespoke responses to consultations on Major Development and LPAs to review provision of drainage advice for Minor Development to improve the technical expertise in flooding.		NCC / LLFA	
16		4.4 A clear process to remove and replace misconnections to sewers through Building Control, or re-classification of foul sewers into combined sewers.	<p>Seems a logical for Anglian Water to lead, given their role (this might ensure that foul sewer are <u>not</u> reclassified as combined sewers).</p> <p>Building Control at the local authorities with regards to spotting and addressing misconnections, working with Anglian Water to ensure that foul sewers are <u>not</u> reclassified as combined sewers).</p>	<p>Anglian Water</p> <p>and local authority Building Control teams</p>	
17	Task 5. Improve collective	5.1 Develop a shared surface water flood risk mapping resource and asset register, and provide districts with access to the LLFA's GIS system.	<p>Encourage wider use of EA flood map to increase awareness of surface water flood risks in the County. Information can be found on https://eur02.safelinks.protection.outlook.com/</p>	<p>EA</p> <p>Anglian Water</p>	

	understanding of the flood risks through the development of multi-agency situational awareness and data sharing protocols, establishing a commonly accessible mapping resource and modelling function.		<p>Anglian Water is developing something similar for all flood risk partners across the region, so no need to reinvent the wheel.</p> <p>CPE is also keen to develop a shared asset register for coastal locations so they can develop integrated asset investment strategies with their partners (similar to that with AW).</p>		
18		5.2 Establishing local community champions to support communities to map out relevant water management assets.	Potentially incorporated in LRF Stronger Community Resilience pilot. LRF to work with NALC, Community Resilience, PH etc to help identify local champions.	NRF Strategic Support Officer	
19		5.3 Develop and then monitor the concerns of Norfolk communities affected by flood and drought risks and realities – a form of persistent audience sentiment and analysis.	<p>The development of a prioritised list is based upon inputs from local communities and historic data. It is addressed by the Local Issues Working Group. Discussions have taken place with NCC Comms to explore a proactive approach to communications and with sentiment analysis.</p> <p>CPE is holding its first join Suffolk and Norfolk Coastal Community conference this autumn to discuss coastal change. They have held a Suffolk event for several years and invited schools and guest speakers as well as the community leads and partners. It's a very effective event for sharing information, networking and supporting peoples understanding of risks and solutions.</p>	Nick Tupper NSFA	
20		6.1 A coordinated effort from all RMAs to ensure that all their assets are regularly and proactively maintained, to lead by example.	EA and Anglian Water have an established, mature risk-based maintenance programme and could support others developing the same.	Anglian Water	

	Task 6. Creation of a sustainable approach to drainage through a coherent county-wide programme of improvements, prioritised maintenance and through the planning of new developments.		CPE conducts regular inspections of all its coastal assets and this informs their annual maintenance programmes. They also have a £150M capital delivery programme for 10 years: they have already delivered the Bacton Landscaping project and are in the process of progressing Lowestoft tidal flood walls and barrier. They will have a capital scheme for Cromer and Mundesley online early next year.	EA	
21		6.2 The maintenance regimes of delivery agencies and authorities are shared between NSFA partners to facilitate closer cooperation in areas of mutual interest / responsibility.		Anglian Water EA IDBs	
22		7.1 Sharing mobile numbers of all first responders to reduce the time it takes to contact the appropriate person who can make decisions with the skills and knowledge on the ground.	Services with 24hr response - contact should always be through established arrangements - not to individuals - relying on individual contacts more likely to impede and not enhance response - eg leave, change of roles, assigned to other events etc. Item closed – to be transferred to Appendix B.	NRF Chair	
23	Task 7. Effective management of the multi-agency response to improve consistency of delivery across the County to ensure we retain the confidence of Norfolk communities.	7.2 Explore the creation of Community Resilience Team at Parish Council level able to respond to flooding events.	Being considered by NRF, NFRS and NALC. To be assisted and enabled by increased situational awareness from data embedded in Norfolk Prepared website. Norfolk ALC is already doing work in this area to gather names into a 'register'. Learn from and make links with any COVID support groups set up at county, district or Parish level.	NRF Chair CFO, NFRS NALC	

24		7.3 Explore potential roles for the NRF and local resilience planners in advising, preparing and supporting mitigation measures (such as education).	Being considered by NRF. Will require identification of risks specific to geographical location. NRF assessing options for education/training of community champions. Norfolk Prepared to be used as a platform to inform public on pre-emptive actions that can improve their resilience to local risks.	NRF Strategic Support Officer	
25		7.4 Consider how the NCC Resilience Hub might lead in the setting up of initial coordination function of flooding events (what resources are required to enable this?)	NRF assessing options for an improved cascade call system for setting up initial response groups. Confirmation of Local Coordination Group (LCG) roles and responsibilities being amended in Norfolk Emergency Response Guidance (NERG).	NRF Chair	
26		7.5 Consider how regular exercise events might be used to prove and improve NSFA functionality and effectiveness through the use of a series of testing scenarios involving coastal and inland flooding events (and explore how these might mitigate drought risks).	<p>Training and assessment exercises are a key indicator of progress and to drive learning and development.</p> <p>A NSFA Flood exercise planning meeting will take place on 8 Jul (details to follow) to determine scope and objective for the NSFA autumn exercise. It will also explore options for the Norfolk contribution for the National Flood exercise in Oct 22.</p> <p>An exercise is being developed by NRF's multi-agency fusion group (MAFG) that will test our response to inland and coastal flood challenges. Expected to be delivered 26-28 Oct 21.</p>	NRF Chair	

27		<p>7.6 Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast. Can be accessed via https://eur02.safelinks.protection.outlook.com/</p>	<p>CPE will be developing this further with EA and our coastal partners and communities through the SMP action plans and via our IRF bid.</p> <p>An education campaign about climate change and SL rise at a regional/county level would help all RMA's in the discussions we have to have with communities.</p>		
28	<p>Task 8. Improving the oversight of and managing delivery of riparian responsibilities.</p>	<p>8.1 An education campaign to educate landowners and homeowners in terms of their responsibilities around keeping ditches and culverts cleared.</p>	<p>The EA are considering developing some guidance on this nationally but some local guidance could perhaps be developed more quickly with a Parish Council as a test area and involving local engagement from riparian owners about what support, knowledge, H&S considerations and equipment a riparian owner needs.</p> <p>Cambridgeshire County Council are developing riparian guidance asap on this so perhaps you could collaborate with them for efficiency and speed?</p> <p>Charles Krolik-Root is the lead on this at CCC.</p>	NCC as LLFA	
29		<p>8.2 Explore the practicalities and benefits of a single lead organisation for managing all watercourses in the County. How would this be resourced and what authorities would it require (how might these impact on the statutory obligations of other NSFA elements)?</p>			
30		<p>8.3 The NSFA partners will review existing responsibilities of the EA, LLFA, Broads Authority and IDBs across the County to assess if there is a better balance of those responsibilities in managing and maintaining</p>			

		the County's watercourses alongside riparian owners, and to look at mechanisms for achieving that, including new legislation.			
31	Task 9. Improve understanding of the policy framework across all NSFA members and improve the consistency of its delivery across the County of Norfolk	9.1 Need to better understand EA's policy around river dredging and whether this is being undertaken.	<p>EA provides their current policy position:</p> <p>Dredging means removing accumulated material in waterways, such as gravel or soil (often referred to as silt). Dredging in certain locations may improve land drainage by lowering the river level to allow water to flow from the land or from drains, however it may sometimes cause unintentional flooding downstream. Dredging may also be ineffective in reducing flooding, as the natural processes in many rivers can cause silt to build up again quickly. Dredging may also damage wildlife and ecosystems in certain areas. In extreme flooding events, the small increases in width and depth achieved by dredging a waterway do not provide enough capacity to contain the excess flood water. This means dredging is not always the best solution to managing flood risk, and we may suggest other measures instead. When the EA dredges they focus work on locations where the risk of flooding, economic loss and risk to life are the greatest. They may dredge an area if there is evidence that:</p> <ul style="list-style-type: none"> dredging will reduce flood risk to local properties will not increase flooding downstream it is affordable to do so (disposal of silt may be expensive). 	All	Item closed. Will be transferred to the record of completed actions in Jul 21.

			<ul style="list-style-type: none"> it is compatible with restrictions around protected species. 		
32		9.2 Need to better understand the Declassification of Infrastructure Programme being undertaken by Anglian Water.	Anglian Water does not have a declassification programme, but they will review assets that are incorrectly classified when they are made aware. Anglian Water to lead this work and communicate it comprehensively with the NSFA.	Anglian Water	

APPENDIX B – RECORD OF ACHIEVEMENTS

SER	ACTION	OUTCOME	ACHIEVED
1	Consider the need for a single, centralised flood line number that provides a mechanism through which flooding can be reported, specific triage advice can be provided and generic flood prevention and resilience guidance can be sought.	Single flood line number in place to provide 24/7 hub for flood advice and support. Flyer produced that covers advice and provides details on organisational flood roles and responsibilities. Flyer will be distributed to all properties and business and properties across Norfolk by the end of May 21	27 May 21
2	Production of clear comms tools (leaflet/website) for householders and businesses with emergency contact numbers.	Flyer produced by the NRF (MAFG) and NCC Comms that has been distributed to all addresses across the County. This flyer provided details on the single flood line number, the roles and responsibilities of various agencies and authorities and provided link to other advisory / resilience websites.	27 May 21
3	Develop a prioritised list of flood work that can be used to galvanise a collaborative approach to complex flooding sites	First tranche comprises a list of 16 flood sites that have been identified as complex and requiring multi agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.	

APPENDIX C – NSFA MEMBERSHIP

SER	ORGANISATION	REPRESENTATIVE	COMMENT
1	NSFA Executive	Lord Richard Dannatt	Chair
2	NSFA Executive	Nick Tupper	Local Authorities POC
3	NSFA Executive	Philip Lester	Strategy, NRF and Exercising POC
4	NCC / LLFA	Cllr Andrew Proctor	Leader County Council
5	NCC / LLFA	Tom McCabe	ED Paid Services
6	NCC / LLFA	Graham Bygrave	Highways
7	NCC / LLFA	Mark Ogden	Flood and Water Management
8	NCC / LLFA	Duncan Merren	Communications
9	Inland Flooding Group	Trevor Holden	MD Broadland & South Norfolk District Council
10	Coastal Flooding Group	Sheila Oxtoby	CEx Great Yarmouth Borough Council
11	Breckland District Council	Cllr Sam Chapman-Allen	Leader District Council
12	Breckland District Council	Maxine O'Mahony	ED District Council
13	Broadlands District Council	Cllr Shaun Vincent	Leader District Council
14	Borough of Gt Yarmouth Council	Cllr Carl Smith	Leader Borough Council
15	Borough of Kings Lynn & West Norfolk Council	Cllr Stuart Dark	Leader Borough Council
16	Borough of Kings Lynn & West Norfolk Council	Lorraine Gore	CEx District Council
17	North Norfolk District Council	Cllr Sarah Butikofer	Leader District Council
18	North Norfolk District Council	Steve Blatch	CEx District Council
19	Norwich City Council	Cllr Alan Waters	Leader City Council
20	Norwich City Council	Stephen Evans	CEx City Council
21	South Norfolk District Council	Cllr John Fuller	Leader District Council
22	Anglian (Great Ouse) Regional Flood and Coastal Committee (ARFCC)	Richard Powell	
23	Anglian Eastern Regional Flood and Coastal Committee (AERFCC)	Brian Stewart	
24	Association of Drainage Authorities (ADA)	Innes Thompson	
25	Anglia Water (AW)	Jonathan Glerum	
26	Broads Authority (BA)	Marie-Pierre Tighe	
27	Coastal Partnership East (CPE)	Karen Thomas	
28	Environment Agency (EA)	Mark Johnson	
29	Highways Agency (HA)	Simon Amor	
30	National Farmers Union (NFU)	Rob Wise	
31	Norfolk Resilience Forum (NRF)	Stuart Ruff	Also Chief Fire Officer, NFRS

32	Norfolk Association of Local Councils (NALC)	John Pennell	
33	Water Resources East (WRE)	Robin Price	
34	Water Management Alliance (WMA)	Phil Camomile	

DRAFT

Broads Authority

24 September 2021

Agenda item number 10

Strategic priorities- update

Report by Head of Governance

Purpose

This report sets out the latest progress in implementing the Authority's annual strategic priorities for 2021/22.

Recommended decision

To note the report.

1. Introduction

- 1.1. Each year the Broads Authority identifies a small set of strategic priorities, which focus on projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps target the Authority's resources and make the most of partnership working and external funding opportunities. Priorities are set each financial year, although some large-scale projects carry across several years.
- 1.2. The latest update on our agreed strategic priorities for 2021/22 is in Table 1.

Table 1

Strategic priorities 2021/22 – progress update

Themes, aims and milestones	Progress	Lead officer
<p>1. Broads strategy and policy review</p> <p>(a) Broads Plan</p> <p>Aim: To refresh the Plan's strategic actions, assessing the Government's response to the Landscapes Review and its implications for protected landscape management plans.</p> <p>Milestones:</p> <p>(i) Produce Sustainability Appraisal Scoping Report (by Autumn 2021)</p> <p>(ii) Prepare first draft Plan for consultation (by Nov 2021)</p> <p>(iii) Prepare final draft Plan for consultation (by Mar 2022)</p>	<p>Status: On track</p> <p>(i) See (b)(i) below.</p> <p>(ii) Broads Plan all member workshop held 13 September and officers continuing to work on first draft plan.</p>	Head of Governance
<p>(b) Local Plan for the Broads</p> <p>Aim: To review and update the Broads planning policy framework</p> <p>Milestones:</p> <p>(i) Produce Sustainability Appraisal Scoping Report (by Autumn 2021)</p> <p>(ii) Produce Issues and Options version of Local Plan ready for consultation in 2022</p> <p>(iii) Produce evidence base on various topics including housing need (2021 and early 2022)</p>	<p>Status: On track</p> <p>(i) SA Scoping Report produced and consulted on; considered by Planning Committee 8 Oct. Responses may result in changes to future iterations of SA.</p> <p>(ii) Issues and Options sections taken to Planning Committee each month for consideration – may see final document consulted on in April/May 2022.</p> <p>(iii) Evidence base in production – key studies underway for housing need, residential mooring need and Gypsy and Traveller and Travelling Show people need.</p>	Planning Policy Officer

Themes, aims and milestones	Progress	Lead officer
<p>2. CANAPE project (Creating A New Approach to Peatland Ecosystems)</p> <p>Aim: To implement CANAPE work packages 3 and 4 to agreed schedules.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Complete Chara Bay construction work (April 2021) (ii) Develop and contribute to the CANAPE Conference (Oct 2021) (iii) Begin construction work at paludiculture demonstration site at Horsey (Aug 2021) 	<p>Status: Some delays</p> <ul style="list-style-type: none"> (i) As noted in previous update, completion of works at Hickling will be later than planned. Equipment mobilised to site and work started on final stages - currently dredging in Hickling Sound. (ii) Bookings open for CANAPE conference, speakers confirmed, ICT for hybrid event arranged and final arrangements ongoing. (iii) Construction work underway at Horsey. 	CANAPE Project Manager
<p>3. Environment Land Management scheme (ELM)</p> <p>Aim: To implement sustainable wetland and lowland grazing options within ELM scheme.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Conduct and write up 3 farmer seminars with advisory group testing role of local land management boards (Apr-Jul 2021) (ii) Conduct survey on role of local conveners in ELM scheme (Mar-May 2021) (iii) Hold collaboration workshop (May 2021) (iv) Finalise Operating Procedures for Broads land management board (Jul 2021) 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) to (iv) completed. (v) Final report agreed by Broads Land Management Board on 24 August. The success of the Board, which has also evolved to act as the Local Assessment Panel for the Farming in Protected Landscapes (FiPL) programme, was noted. This has enabled FiPL applications to be approved in a timely manner. 	Environment Policy Adviser

Themes, aims and milestones	Progress	Lead officer
(v) Complete final report and Defra handover meeting/presentation (Jul 2021)		
4. Responding to climate change <u>(a) Broadland Futures Initiative</u> Aim: To implement the joint programme of work with the Environment Agency and other partners to develop longer-term integrated flood risk management for Broadland. Milestones: (i) Hold virtual exhibition and online survey (Jan-Apr 2021) (ii) Hold first meeting of Elected Members Forum (Spring 2021) (iii) Various technical deliverables from consultant (throughout 2021/22)	Status: On track (i) Completed. (ii) Completed. Second meeting of Elected Members Forum scheduled for 28 Sept 2021. (iii) On track. Draft report “BFI Plan Objectives” to be presented to Elected Members Forum on 28 Sept.	Director of Strategic Services
(b) Climate Change Action Plan Aim: To reduce the carbon footprint of the Broads Authority and the Broads Executive Area (‘Broads Area’). Milestones: (i) Broads Area carbon baseline (Smallworld Consulting Ltd) (June 2021) (ii) Broads Authority footprint for 2020/21 (Jun 2021) (iii) Solar power at Dockyard (Oct 2021) (iv) Consultation and consensus building on sustainable	Status: Some delays (i) Further slippage in timescale for Smallworld delivery, due to staff illness – they are now working on final report. (ii) BA footprint assessed, but electricity data for Yare House still awaited from data providers). Initial estimate shows mixed picture, with significant fall in travel potentially offset by staff heating homes more due to an increase in home working. (iii) Still under review to explore what funding is available.	Carbon Reduction Project Manager

Themes, aims and milestones	Progress	Lead officer
propulsion in the Broads (ongoing)	(iv) Funding received from Clean Maritime Demonstration Competition and work underway on Electrifying the Broads feasibility study.	
5. Safety in the Broads Aim: To manage and monitor safety in the Broads for Authority staff and volunteers and for Broads users. Milestones: (i) Recruit and train new Rangers (April 2021) (ii) Prepare and make available 9 training videos (April 2021) (iii) Develop survey approach of visitors to assess handover procedure and effectiveness of videos (Summer 2021) (iv) Review Marine Accident Investigation Board (MAIB) report when published	Status: On track (i) Achieved. (ii) Achieved. (iii) Survey developed and data being recorded. Survey available to public online and Rangers set targets to carry out 30 surveys each with hirers. Survey data to be collated and reviewed at end of season. (iv) MAIB Interim Report released.	Head of Ranger Services
6. Water, Mills and Marshes Landscape Partnership Scheme Aim: To implement partnership projects to agreed schedules. Milestones: (i) Monitor and report progress (Sept/Mar) (ii) Submit quarterly claims to National Lottery Heritage Fund (Apr/Jul/Oct/Jan) (iii) Implement fundraising plan with partners (May)	Status: On track Quarterly returns submitted on time and paid by NLHF. All projects progressing well to adjusted plans. Scheme recognised with award from East of England Constructing Excellence in category of Conservation and Regeneration for works at 6 Mile House Drainage Mill; also nominated for national awards to be determined in Jan 2022. Works at Highs Mill nearing completion, scaffolding and site preparation underway at Mutton's Mill, Halvergate.	WMM Programme Manager

Themes, aims and milestones	Progress	Lead officer
(iv) Hold Broads Hidden Heritage Conference (Nov)	<p>New fundraising plan underway with support from Norfolk County Council (NCC) External Funding team and Scheme partners.</p> <p>Work underway with East Suffolk, South Norfolk and Broadland District Councils on installation of Changing Places toilet facilities in the Broads to improve access for local communities.</p> <p>Face-to-face community engagement events and archaeology day schools being held monthly, with additional events planned for Heritage Open Days in Norwich and Lowestoft and Norwich Science Festival. Further engagement events planned for autumn with Norfolk Libraries service.</p> <p>Work ongoing with NCC Historic Environment Team to create new maintenance and management system on their database for mills project legacy.</p> <p>Planning ongoing for Broads Hidden Heritage Festival with Scheme partners. Legacy planning ongoing, with new legacy partners recruited to continue works beyond project funding.</p>	

Author: Maria Conti

Date of report: 13 September 2021

Broads Authority

24 September 2021

Agenda item number 0

Statement of Accounts 2020/21

Report by Chief Financial Officer

Purpose

This report contains the Statement of Accounts for the year ended 31 March 2021.

Recommended decision

- i. To adopt the Statement of Accounts for 2020/21.
 - ii. To delegate to the Chair and Chief Financial Officer to sign the Statement of Accounts at an appropriate date once the audit is complete.
-

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1. Introduction

- 1.1. Members will recall that in the Financial Performance and Direction report to the Authority on 30 April 2021, there were draft figures for 2020/21 that provided for a consolidated surplus of £209,219. At the meeting, a verbal update was provided that some additional year-end adjustments had been made and the surplus had decreased slightly to £182,568. These figures were then used in the production of the draft Statement of Accounts, which were signed and published on our website on 17 June 2021.
- 1.2. Following the July to September audit Ernst and Young LLP (EY) has been undertaking their work. Where amendments have been notified up until this date they have been

incorporated into the final document included at Appendix 1. EY's draft Annual Audit Results was received at Audit and Risk committee on 21 September 2021.

2. Changes to the 2020/21 Accounts

- 2.1. The draft surplus previously reported has now decreased by £40,551 due to the audit requirement of making a provision for the outstanding 2019/20 audit fees. Members may recall that at the end of the audit last year EY requested additional fees of £40,551 due to the additional work undertaken. The original intention was to treat this as a contingent liability as I felt the amount could not be reliably measured, however EY have asked that I make a provision as they believe the outstanding amount can be measured and there is an obligation based on the fact this has been notified and the work has been completed. This has been disputed and remains with the Public Sector Audit Appointments (PSAA) for determination whilst they are comparing proposals against similar ones at other bodies and from different firms, and if a proposal is higher than elsewhere they will ask the auditor to provide a justification in that context. If the PSAA find in our favour then the provision will be released back to the accounts in 2021/22.
- 2.2. The impact of this adjustment is that the surplus for National Park and Navigation has reduced £21,492.03/£19,058.97 respectively.
- 2.3. There has also been two changes to the year-end adjustments. These relate to a movement on the Pension liability which has decreased by £301,000 and the revaluations of Property, Plant and equipment (PPE) which have increased by £32,000. The impact of the revaluation has meant there has been movements on the unusable reserves (Revaluation reserve and the Capital adjustment account). This means the net movement on the Balance Sheet is a reduction in overall liabilities by £293,000.
- 2.4. Table 1 below shows the total adjustments made.

Table 1

Summary Income and Expenditure 2020/21

Income and Expenditure	Operations £000's	Strategic Services £000's	Chief Executive £000's	HLF & CANAPE £000's	Corporate Amounts £000's	Total £000's
Fees, charges and other service income	(156)	(443)	(30)	(628)	(3,408)	(4,665)
Contribution from reserves	0	0	0	0	(176)	(176)

Income and Expenditure	Operations £000's	Strategic Services £000's	Chief Executive £000's	HLF & CANAPE £000's	Corporate Amounts £000's	Total £000's
Government Grants	0	0	0	0	(3,414)	(3,414)
Total Income	(156)	(443)	(30)	(628)	(6,998)	(8,255)
Employee expenses	2,209	1,445	819	160	131	4,764
Other services expenses	1,607	457	714	571	0	3,349
Total Expenditure	3,816	1,902	1,533	731	131	8,113
Net Expenditure	3,660	1,459	1,503	103	(6,867)	(142)

Table 2

Summary of adjustments

Adjustments	Amount £000's
Net expenditure	(142)
Amounts in the Comprehensive Income and Expenditure Statement (CIES) not reported to management	766
Amounts included in Table 1 not in the CIES	2,976
Cost of Services in the CIES	3,600

- 2.5. Items in the amounts included in the CIES not reported to management include year-end adjustments for the Pension Scheme. The Accounts are adjusted to reflect the difference between the actual costs as assessed by the Actuary and the contributions paid over during the year. Further adjustments are also made for untaken staff leave, depreciation and movements on the revaluations of fixed assets.
- 2.6. The main adjustments in the third line, which is in the analysis above but not the Comprehensive Income and Expenditure Statement, is the removal of the DEFRA grant, interest and investment income and interest payable. These items are added back in the lines under the cost of services. Further adjustments relate to the accounting treatment of capital expenditure, reserve expenditure and finance leases.

2.7. Table 3 below analyses these adjustments in more detail and agrees back to the Comprehensive Income and Expenditure Statement on page 16 in the Statement of Accounts.

Table 3

Detailed adjustments

Income and Expenditure type	Service Analysis £000's	Not reported to Management £000's	Not included in the CIES £000's	Net Cost of Services £000's	Other operating expenditure, financing of investments and Government Grant £000's	Deficit on the Provision of Services £000's
Fees, charges and other service income	(4,643)	0	0	(4,643)	0	(4,643)
Interest and investment income	(22)	0	22	0	(22)	(22)
Contributions from earmarked reserves	(176)	0	(207)	(383)	0	(383)
Government Grants	(3,414)	0	3,414	0	(3,414)	(3,414)
Total Income	(8,255)	0	3,229	(5,026)	(3,436)	(8,462)
Employee expenses	4,764	419	0	5,183	205	5,388
Other service expenses	3,320	0	(224)	3,096	0	3,096
Depreciation, amortisation & revaluation	0	347	0	347	0	347
Interest payments	29	0	(29)	0	29	29
Gain on disposal of Assets	0	0	0	0	(9)	(9)

Income and Expenditure type	Service Analysis £000's	Not reported to Management £000's	Not included in the CIES £000's	Net Cost of Services £000's	Other operating expenditure, financing of investments and Government Grant £000's	Deficit on the Provision of Services £000's
Total Operating Expenditure	8,113	766	(253)	8,626	225	8,851
(Surplus)/Deficit on the Provision of Services	(142)	766	2,976	3,600	(3,211)	389

3. Balance Sheet

- 3.1. Following the adjustments for the pension liability and the PPE valuations the net liability has moved from £4,413,000 to £4,120,000. The Pension provision has increased the current liabilities by £40,000 and reduced General (National Park) and Navigation reserves by £21,492.03/£19,058.97 respectively. The balance sheet can be found on page 21.
- 3.2. The bottom section of the Balance Sheet on page 21 splits the reserves between useable and unusable reserves. The useable reserves can be used to fund future operating expenditure, while the unusable reserves are kept to manage accounting processes such as unrealised gains or acquisitions of Fixed Assets and the movements on the Pension Reserve.
- 3.3. The closing position on the Earmarked reserves remain at the same levels as verbally reported on 30 April 2021. The individual balances that make up the Earmarked reserve can be found within the Statement of Accounts under note 10, page 43. The year end balances of the reserves are:
- National Park £892,103;
 - Navigation £894,536;
 - Earmarked £2,338,470 of which £952,346 relates to Navigation

4. Annual Governance Statement

- 4.1. The Accounts and Audit (England) Regulations 2015 contain a requirement that an Annual Governance Statement, prepared in accordance with proper practices in relation to internal control, must be approved by the relevant body and must accompany the Statement of Accounts. The Annual Governance Statement was

approved for issue on 23 July 2021 by the Broads Authority and is available to view on the website [Annual accounts \(broads-authority.gov.uk\)](https://broads-authority.gov.uk/annual-accounts).

5. Audit of the Statement of Accounts

- 5.1. At the time of writing EY have completed the majority of their audit work. A verbal update will be provided at this meeting.
- 5.2. On completion of any outstanding items, the report will be signed and incorporated into the Statement of Accounts.

6. Financial Implications

- 1.1. The Statement of Accounts for 2019/20 shows revenue reserves of £1,786,639 (national park (general) reserves of £892,103, navigation reserves £894,535) that are considered to be adequate. The navigation reserve at the end of 2020/21 stands at 27.2% of net expenditure. This is higher than the Financial Strategy forecast for the end of 2020/21. This is in part due to two reasons - the transfer of £250,000 between the two reserves, and the carry forwards. With these taken alongside the earmarked reserves, balances are considered acceptable. A detailed review will be undertaken in 2021/22 on whether the minimum levels require increasing to mitigate any further lockdowns as a result of COVID.

Author: Emma Krelle

Date of report: 11 September 2021

Background papers: Draft Statement of Accounts 2020/21 and the Annual Audit Results 2020/21

Appendix 1 – Statement of Accounts 2020/21

Broads Authority

Statement of Accounts

2020/21

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Narrative report

Introduction

The purpose of the Narrative Report is to provide information on the Authority, its main objectives and strategies and the principal risks that it faces. It also provides commentary on how the Authority has used its resources to achieve its outcomes in line with its objectives and strategies.

About the Broads Authority

The Broads Authority was established by the Norfolk and Suffolk Broads Act 1988.

Its duties, as subsequently amended by the Natural Environment and Rural Communities Act 2006, are to manage the Broads for the purpose of:

- conserving and enhancing the natural beauty, wildlife and cultural heritage of the Broads;
- promoting opportunities for the understanding and enjoyment of the special qualities of the Broads by the public; and
- protecting the interests of navigation.

This brought the first two purposes into line with those of the English National Park Authorities, as recommended in the Department for Environment, Food and Rural Affairs (Defra) report 'Review of English Park Authorities' published in July 2002.

In discharging its function, the Authority should have regard to:

- the national importance of the Broads as an area of natural beauty and one which affords opportunities for open air recreation;
- the desirability of protecting the natural resources of the Broads from damage; and
- the needs of agriculture and forestry and the economic and social interests of those who live and work in the Broads.

In respect of its navigation area the Authority is required to:

- maintain the navigation area for the purposes of navigation to such a standard as appears to it to be reasonably required; and
- take such steps to improve and develop it as it thinks fit.

The Broads Authority Act 2009 amended the 1988 Act and is primarily concerned with augmenting the Authority's powers to ensure safety on the Broads, including the application of the Boat Safety Scheme and compulsory third-party insurance. It also made provision for the transfer of responsibility for the navigation in Breydon Water to the Authority which was implemented in 2012. The 2009 Act removed the need for the Authority to maintain a separate navigation account and contained provisions which require the Authority to ensure

that, taking one year with another, expenditure on navigation matters is equal to navigation income.

The Broads Plan is the key management plan for the Broads. It sets out a long-term vision for the benefit of the natural and cultural environment, local communities and visitors. Although the Authority is responsible for its production it is a plan for the whole of the Broads, and its success very much depends on a common vision, strong partnership working and the best use of shared resources. The current plan covers the period 2017-22 and is publicly available via the website. A six-monthly newsletter is produced to provide updates and can also be found in the link below.

<https://www.broads-authority.gov.uk/about-us/how-we-work/strategy>

The Authority's Strategic Priorities are set annually by the members in line with objectives in the Broads Plan. Progress against the Strategic Priorities is reported regularly to the Authority and details of 2020/21 can be found in the link below:

[Strategic direction: Draft Annual Business Plan 2021/22 and strategic priorities update \(broads-authority.gov.uk\)](#)

All decisions are supported by the Authority's core values. These are enduring beliefs or ideals about what is good or desirable and what is not. They are:

- Sustainable - we take the long-term view, are passionate about our environment and its ability to provide for a vibrant local economy and the well-being of local people;
- Exemplary - we strive for excellence in all we do. We are ambitious, innovative and lead by example;
- Commitment - we are committed to making a difference to the Broads for the benefit of all, and will have the courage of our convictions when faced with difficult issues;
- Caring - we are considerate and respectful of each other, working together to provide the best service we can; and
- Open and Honest - we are open, honest and inclusive in our communication and in making decisions. We are approachable and available, reaching out to all groups.

The Authority is funded from two major sources; National Park Grant from Defra and Navigation Toll Income. These are approximately equal to each other and are used to fund the activities (including staffing) across the organisation.

Governance

The Annual Governance Statement provides details of progress against the current year and provides the new financial year action plan. This was considered by the Authority on 23 July and is available via the link below:

[Annual Governance Statement 2020-21 and Action Plan 2021-22 ba23-07-21 \(broads-authority.gov.uk\)](#)

In 2018 the Government commissioned a review of National Parks and Areas of Outstanding Natural Beauty (AONBs) looking at coverage of designations, how designated areas deliver their responsibilities, how designated areas are financed, and whether there is scope for expansion. The review team, led by Julian Glover, visited the Broads in November 2018. The team's report "Landscapes Review" was published in September 2019. The Government response is expected this year. The Authority received a paper at its January 2020 committee identifying some short-term priorities. A link to the committee report can be found below that also contains a link to the final report.

https://www.broads-authority.gov.uk/_data/assets/pdf_file/0026/263807/Landscape-Review-Response-with-Appendix-Glover-report-Recommendations-31-01-20.pdf

Operational model

The Authority consists of the Chief Executive team and two Directorates; Operations and Strategic Services. The total number of staff employed by the Authority gives a head count of 156 or 139.2 Full Time Equivalents (FTE) as at 31 March 2021. This is split 79 (74.5 FTE) Operations, 52 (44.1 FTE) Strategic Services and 25 (20.6 FTE) Chief Executive. Due to the seasonal nature of the Authority's activities the levels of staff vary throughout the year and the year-end position may vary depending on when Easter falls.

The Chief Executive is supported by the Governance Team who service the Authority's various committees; and the Chief Financial Officer who is responsible for the Asset Management, IT, Collection of Tolls, Finance and Insurance team.

The Operations Directorate consists of; the Construction, Maintenance and Environment team who carry out the practical work on the Broads, from dredging to the maintenance and refurbishment of moorings and land based sites and project managing the National Heritage Lottery Fund (NHLF) project 'Water, Mills and Marshes'; the Ranger team who patrol the waterways enforcing our byelaws to small scale practical works and Safety Management that has health and safety responsibility for all staff and visitor safety on and near the water.

The Strategic Services Directorate consists of; Planning - responsible for all planning applications, enforcement and the Local Plan within the Authority's executive area; Communications - responsible for all publications, events and visitor services; HR - supporting all of the Authority's employees; Volunteer Services which support volunteering opportunities across all areas of the Authority; and other strategic priorities; the management of the European Regional Development Fund (ERDF) INTERREG project 'Creating A New Approach to Peatland Ecosystems' (CANAPE).

The Authority's income is supplemented by income from planning fees, contributions from landowners and the Rural Payments Agency towards fen management, Visitor Centres and Yacht Station sales and external funding such as HLF and ERDF.

Risks

Uncertainty exists about future years' settlements and their duration. The impact of COVID-19 on the income the Authority receives from its toll payers was significantly less than originally expected. The loss of income was balanced through in-year savings. Cuts to the National Park Grant in years 2010/11 to 2015/16 has meant the Authority has already restructured from four Directorates to two. If there were future reductions to the National Park Grant beyond 2022/23 it would mean difficult decisions would need to be made to determine future services. This uncertainty is further emphasised by the outcome of the Comprehensive Spending Review due in the autumn, although this would be offset if Defra provided a three-year settlement. The current level of National Park reserves means that such impact would be cushioned in the short term until the longer vision of services is determined; however, this is not sustainable in the longer term.

Risks are reviewed on a regular basis with actions being taken to mitigate any possible impacts. Reports to the Authority highlight risks on potential new areas of activity. The Audit and Risk Committee receive detailed reports on the current risks with details of the individual risks, risk owner and actions. A link to the latest report can be found below.

[Corporate-Risk-Register-update.pdf \(broads-authority.gov.uk\)](#)

Review of Corporate Risk Register

Following a recommendation from internal audit's Corporate Governance and Risk Management review the risk register and policy was reviewed and updated during 2019/20. The risk register is now split between the Corporate risk register, focusing on risks that are strategic, and Directorates' risk registers, focusing on operational day to day risk. The Corporate risk register continues to be reviewed bi-annually by the Audit and Risk committee with the option for significant risks being reported to the Broads Authority.

Opportunities

External funding opportunities continue to be investigated and supported by National Parks Partnership LLP (NPP). NPP continues to promote corporate partnerships for the UK National Parks with the aim to make a significant, sustainable and discernible contribution to the improved quality of UK National Parks and the benefits they offer for generations to come. The UK National Parks also continue to investigate efficiencies through joint procurement and services and also to create resilience amongst the Parks. 2019/20 saw the creation of the UK National Parks Communication Team hosted by the Authority. This service is jointly funded by all 15 UK National Parks and seeks to promote a shared sense of identity.

The Authority has already been successful in gaining external funding from; the NHLF for Water, Mills and Marshes, ERDF for CANAPE, WEG, ELMs, EXPERIENCE, Generation Green and Columbia providing clothing to all front-line staff for five years from 2017/18.

Prior to the outbreak of COVID-19 opportunities were being explored for a Visitor Services presence at the Norwich Forum, but this has evolved into an external display in Norwich City centre, which would make it easier to adapt with potential social distancing requirements.

The external display project will be partly funded through the Interreg EXPERIENCE project led by Norfolk County Council, and it is hoped that this will be progressed in 2021/22. This would fill the gap in visitor information provision since the Visitor Centre at Whitlingham Country Park was closed due to the Trust wishing to take back responsibility for the Park. The displays at Lowestoft Train Station were completed during the summer, and Ranworth Visitor Centre reopened to the public on 12 April 2021. More opportunities for additional signs at train stations will be developed in coordination with the Community Rail Partnership.

Strategy and resource allocation

The current Financial Strategy was drawn up having regard to the Authority's grant settlement and the priorities in the Broads Plan. It sets out a prudent strategy for managing the limited resources available in order to build on the work underway across the organisation and to continue to deliver the Authority's key priorities over the next three years. The focus in developing the Financial Strategy has been to deliver the maximum possible efficiencies and savings in order to minimise the impact on front-line activity. The Authority recognises that without its employees continued commitment and hard work this would not be possible.

In developing the Financial Strategy, a number of assumptions have been made in respect of National Park Grant allocations, future boat numbers and the level of staff pay inflation. The Strategy follows the general principle that the Authority should seek to maintain the general (National Park) reserve at a minimum of £100,000 plus 10% of net expenditure, and the navigation reserves at a minimum of 10% of net expenditure. It also expects that General and Navigation income and expenditure should be broadly in balance across the life of the Financial Strategy. The outbreak of COVID during 2020 has seen the Authority committed to review its reserves policy during 2021 to ensure that the set minimums are appropriate in order to survive any future pandemics.

On 20 November 2007, the Authority took out a £290,000 loan from the Public Works Loan Board (PWLb). The repayment period of the loan is 20 years at a fixed interest rate of 4.82%, repayable by equal instalments of principal. The Public Works Loan Board has advised that the fair value of the debt as at 31 March 2021 is £109,892.

The purpose of this loan was to finance the purchase of the Dockyard Operation from May Gurney to enable the Authority to continue to dredge the Broads in an economical and efficient manner.

During 2020/21, the Authority took out a further loan from the PWLB for £105,000. The purpose of the loan was to fund the purchase of a new JCB excavator. These types of purchases have typically been financed by finance leases in the past, but the fixed rate of interest at 2% made the loan the cheapest option. The loan is to be repaid over five years, repayable by annuity. The PWLB has advised that the fair value of the debt as 31 March 2021 is £110,894.

Performance

Performance is assessed against progress made towards the Broads Plan, Strategic Priorities and the Budget with regular updates being provided to the Authority.

General (National Park) Income and Expenditure

The Authority received National Park Grant of £3,414k from Defra (£3,414k in 2019/20). In addition to this, the income received from external grant support, sales, fees, charges and interest totalled £1,098k (£1,315k in 2019/20). Total income for 2020/21 was £4,512k (£4,729k in 2019/20).

The Authority set a budget for 2020/21 with a forecast deficit of £56k (£78k deficit for 2019/20). This deficit was to be balanced through the use of reserves. The Authority monitors its budget throughout the year against a forecast outturn which is updated on a monthly basis. The final forecast outturn for the year 2020/21 indicated an anticipated surplus of £43k. The actual outturn saw a surplus of £54k (a favourable variance of £11k). The Authority has a policy for carry forward requests in respect of underspends. This year there has been an increased number of requests due to the COVID-19 outbreak. These were considered and approved by the Authority on 30 April for £15k (£23k for 2019/20) and added to the 2021/22 budget.

Navigation Income and Expenditure

Income from tolls was £3,333k (£3,375k in 2019/20), other income received for the year from external grant support, yacht stations charges, sales of tide tables, works licences and other miscellaneous services was £223k, (£322k in 2019/20) and interest was £11k (£25k in 2019/20). Total income for 2020/21 was £3,567k (£3,722k in 2019/20).

The Authority set a budget with a forecast deficit of £210k for 2020/21 (deficit of £32k for 2019/20). This deficit was to be balanced through the use of reserves. The Authority monitors its budget throughout the year against a forecast outturn which is updated on a monthly basis. The final forecast outturn for 2020/21, which took account of approved budget changes, indicated an anticipated deficit of £103k. The actual outturn saw a surplus of £129k (a favourable variance of £231k). The Authority has a policy for carry forward requests in respect of underspends. This year there has been an increased number of requests due to the COVID-19 outbreak. These were considered and approved by the Authority on 30 April for £78k (£88k for 2019/20) and added to the 2021/22 budget.

The Statement of Accounts consolidates these results and the combined figures are found in the Comprehensive Income and Expenditure Statement (CIES) and the Expenditure Funding Analysis (EFA). The CIES can be found on page 19 and the EFA on page 18.

Outlook

2021/22 continues to focus on the successful delivery of our two external funded projects from the NHLF and ERDF. Although both projects are claimed in arrears the impact on the Authority's cash flows is minimal. However, there is some uncertainty on future exchange rates which are difficult to forecast for the ERDF grant which is contracted in Euros. The use of a prudent exchange rate during the application phase should minimise any future impact.

The budget for Navigation is projecting a deficit of £300k in 2021/22 (after taking into account carry forward requests), with reserves at 16% of net expenditure at the end of the year. For General (National Park) funding there is a projected deficit of £123k (after taking into account carry forwards requests) in 2021/22, with reserves at 22.2% of net expenditure. Both the National Park and Navigation deficits will be balanced through the use of reserves.

The Strategy also covers capital expenditure with the majority being funded from Earmarked Reserves and the rest from National Park Grant and Navigation income.

There are a significant number of variables – and some unknown quantities, such as future inflation – which could impact on these figures. The Financial Strategy will therefore be reviewed and updated by the Authority, having regard to any changes in circumstances and the annual outturn figures, at its meeting in January 2022. The annual toll increase for 2021/22 was set at 4% for all vessels. When setting the future strategy, the Authority will continue to consult with the Navigation Committee. 2021/22 continues to focus on the development of partnership work. This incorporates an external display project in Norwich. Work will also continue with partners to help shape the future of payments to farmers and land managers post Brexit, which will include a new scheme administered by the Broads Authority (Farming in Protected Landscapes). Climate change remains a threat to the Broads. Broadland Futures Initiative, in collaboration with the Environment Agency, will continue the engagement work with stakeholders.

Changes to the 2020/21 Accounts

There have been no key changes to the Statement of Accounts in 2020/21.

The accounting statements

The Broads Authority's accounts for the year 2020/21 are set out on pages 12 to 78. They consist of:

Statement of Responsibilities for the Statement of Accounts

Statement of Corporate Governance

Expenditure and Funding Analysis – This statement shows how annual expenditure is used and funded from resources (government grants and rents) in comparison with those resources consumed or earned in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the Authority's directorates. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement. The Expenditure and Funding Analysis is a note to the Financial Statements, however its position next to the Comprehensive Income and Expenditure Statement is to provide a link from the figures reported under Performance within the Narrative Report.

Comprehensive Income & Expenditure Statement – This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices.

Movement in Reserves Statement – This statement shows the movement in the year on the different reserves held by the Authority, analysed into ‘usable’ reserves and ‘other’ reserves. The ‘surplus / deficit on the provision of services’ line shows the true economic cost of providing the Authority’s services, more details of which are shown in the Comprehensive Income & Expenditure Statement. The ‘net increase / decrease before transfers to earmarked reserves’ line shows the statutory General Fund balance before any discretionary transfers to or from earmarked reserves undertaken by the Authority.

Balance Sheet – The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Authority. Reserves are reported in two categories. The first category of reserves are ‘usable’ reserves, i.e. those reserves that the Authority may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve may only be used to fund capital expenditure or repay debt). The second category of reserves is those that the Authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold, and reserves that hold timing differences shown in the Movement of Reserves Statement line ‘adjustments between accounting basis and funding basis under regulations’.

Cash Flow Statement – The Cash Flow Statement shows the changes in cash and cash equivalents of the Authority during the reporting period. The statement shows how the Authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Authority are funded by way of tolls and grant income or from the recipients of services provided by the Authority. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Authority’s future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Authority.

These accounts are supported by the Statement of Accounting Policies in Note 1, which follows the Accounting Statements, and various notes to the accounts.

The information included in these accounts incorporates spending relating to the Broads Navigation. The Navigation income and expenditure is separately accounted for in the records to ensure the proper control of income from toll payers and to ensure it is spent primarily to benefit the users of the navigation. Navigation income and expenditure is shown in full at note 35 on page 78.

Statement of Responsibilities for the Statement of Accounts

The Authority's Responsibilities

The Authority is required to:

- a) Make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Authority, that officer is the Chief Financial Officer.
- b) Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- c) Approve the statement of accounts.

The Chief Financial Officer's Responsibilities

The Chief Financial Officer is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 (the Code).

In preparing this Statement of Accounts, the Chief Financial Officer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent; and
- complied with the Local Authority Code.

The Chief Financial Officer has also:

- kept proper accounting records which were up-to-date; and
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

Chief Financial Officer's Certificate

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Broads Authority at 31 March 2021 and its income and expenditure for the year ended 31 March 2021.

Emma Krelle (Chief Financial Officer)

Certificate of Committee Resolution

I confirm that these accounts were approved by The Broads Authority at its meeting held (insert date).

Signed on behalf of The Broads Authority:

(Chair of meeting approving the accounts)

Date

Independent Auditor's Report to the Members of the Broads Authority

Expenditure and Funding Analysis

This statement shows how funding available to the Authority for the year has been used in providing services in accordance with generally accepted accounting practices.

2019/20 Net expenditure chargeable to the General and navigation fund balances £000	2019/20 adjustments between the funding and accounting basis £000	2019/20 Net expenditure in the comprehensive income and expenditure statement £000	Function	2020/21 Net expenditure chargeable to the General and navigation fund balances £000	2020/21 adjustments between the funding and accounting basis £000	2020/21 Net expenditure in the comprehensive income and expenditure statement £000
1,257	207	1,464	Operations	1,303	132	1,435
1,286	210	1,496	Strategic Services	1,064	134	1,198
720	63	783	Chief Executive	778	42	820
57	(26)	31	Corporate Amounts	74	0	74
(232)	424	192	Broads Navigation Account	(151)	224	73
3,088	878	3,966	Net cost of services (subtotal)	3,068	532	3,600
(3,463)	269	(3,194)	Other income and expenditure	(3,417)	206	(3,211)
(375)	1,147	772	Surplus or (Deficit)	(349)	738	389
(1,490)			Opening general and navigation fund balance	(1,658)		
(375)			Less/plus surplus or (deficit) on general and navigation balance in year	(349)		
207			Transfer (to)/from earmarked reserves	220		
(1,658)			Closing general and navigation fund balance at 31 March	(1,787)		

The Expenditure and Funding Analysis is a note to the Financial Statements; however, it is positioned here as it provides a link from the figures reported under Performance within the Narrative Report to the Comprehensive Income and Expenditure Statement.

Comprehensive Income and Expenditure statement

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices.

2019/20 Gross expenditure £000	2019/20 Income £000	2019/20 Net expenditure/ (income) £000	Description	Note	2020/21 Gross expenditure £000	2020/21 Income £000	2020/21 Net expenditure/ (income) £000
2,187	(723)	1,464	Operations		2,002	(567)	1,435
2,026	(530)	1,496	Strategic Services		1,680	(482)	1,198
821	(38)	783	Chief Executive		842	(22)	820
31	0	31	Corporate Items		74	0	74
3,884	(3,692)	192	Broads Navigation Account	35	3,613	(3,540)	73
8,949	(4,983)	3,966	Cost of services (subtotal)		8,211	(4,611)	3,600
		12	(Gains)/Losses on the disposal of non-current assets				(9)
		262	Financing and investment income and expenditure	11			212
		(3,414)	DEFRA National Park grant income				(3,414)
		(54)	Donated Asset	26			0
		772	(Surplus) or deficit on provision of services (subtotal)				389
		(118)	(Surplus) or deficit on revaluation of fixed assets				(203)
		(3,052)	Actuarial (gains)/losses on pension assets/liabilities				3,713
		(3,170)	Other comprehensive income and expenditure (subtotal)				3,510
		(2,398)	Total comprehensive income and expenditure				3,899

Movement in reserves statement

This statement shows the movement in the year on the different reserves held by the Authority, analysed into 'usable' reserves (i.e. those that can be applied to fund expenditure) and 'other' reserves. The 'surplus or (deficit) on the provision of services' line shows the true economic cost of providing the Authority's services, more details of which are shown in the Comprehensive Income and Expenditure Statement.

2019/20	General fund and navigation fund balance £000	Capital receipts reserve £000	Earmarked reserves £000	Total useable reserves £000	Unusable reserves £000	Total Authority reserves £000
Balance at 31 March 2019 (A)	1,490	405	1,911	3,806	(6,425)	(2,619)
Total comprehensive income and expenditure	(772)	0	0	(772)	3,170	2,398
Adjustments between accounting basis and funding basis under regulations (Note 9)	1,147	0	0	1,147	(1,147)	0
Transfers to or from Earmarked reserves (Note 10)	(207)	0	207	0	0	0
Increase or (decrease in 2019/20 (B) (subtotal)	168	0	207	375	2,023	2,398
Balance at 31 March 2020 (=A+B)	1,658	405	2,118	4,181	(4,402)	(221)

2020/21	General fund and navigation fund balance £000	Capital receipts reserve £000	Earmarked reserves £000	Total useable reserves £000	Unusable reserves £000	Total Authority reserves £000
Balance at 31 March 2020 (A)	1,658	405	2,118	4,181	(4,402)	(221)
Total comprehensive income and expenditure	(389)	0	0	(389)	(3,510)	(3,899)
Adjustments between accounting basis and funding basis under regulations (Note 9)	738	0	0	738	(738)	0
Transfers to or from Earmarked reserves (Note 10)	(220)	0	220	0	0	0
Increase or (decrease in 2020/21 (B) (subtotal)	129	0	220	349	(4,248)	(3,899)
Balance at 31 March 2020 (=A+B)	1,787	405	2,338	4,530	(8,650)	(4,120)

Balance sheet

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Authority. The net assets of the Authority (assets less liabilities) are matched by the reserves held by the Authority.

As at 31 March 20 £000	Category	Note	As at 31 March 21 £000
4,592	Property, plant & equipment	12	4,738
18	Intangible Assets		9
4,610	Long term assets (subtotal)		4,747
4,010	Short term investments		3,003
114	Inventories	13	112
2,250	Short term debtors	14	959
681	Cash and cash equivalents	15	2,374
7,055	Current assets (subtotal)		6,448
(15)	Short term borrowing		(35)
(2,782)	Short term creditors	16	(1,800)
(107)	Provisions	17	(154)
(2,904)	Current liabilities (subtotal)		(1,989)
(94)	Long term borrowing		(164)
(8,888)	Other long-term liabilities	29, 31	(13,162)
(8,982)	Long term liabilities (subtotal)		(13,326)
(221)	Net assets (liabilities)		(4,120)
-	Useable reserves	-	-
1,115	General account fund balance		892
543	Navigation account fund balance		895
405	Capital receipts reserve		405
2,118	Earmarked reserves	10	2,338
-	Unusable reserves	19	-
1,771	Revaluation reserve		1,907
2,618	Capital adjustment account		2,571
(8,731)	Pension reserve		(13,061)
(60)	Accumulated absence reserve		(67)
(221)	Total reserves		(4,120)

I certify that the statement of accounts gives a true and fair view of the financial position of the authority at 31 March 2021 and its income and expenditure for the year ended 31 March 2020. These financial statements replace the unaudited statements certified by the Chief Financial Officer on 17 June 2021.

Emma Krelle (Chief Financial Officer)

30 September 2021

Cash Flow statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Authority during the reporting period. The statement shows how the Authority generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities.

2019/20 £000	Revenue activities	Note	2020/21 £000
(772)	Net surplus or (deficit) on the provision of services		(389)
1,007	Adjustments to net surplus or deficit on the provision of services for non-cash movements		1,338
(4)	Adjust for items in the net surplus or deficit on the provision of services that are investing and financing activities		(31)
231	Net cash flows from operating activities (subtotal)	20	918
(676)	Investing activities	21	727
(72)	Financing activities	22	48
(517)	Net increase or (decrease) in cash and cash equivalents (subtotal)		1,693
1,198	Cash and cash equivalents at the beginning of the reporting period		681
681	Cash and cash equivalents at the end of the reporting period	15	2,374

Notes to the Statement of Accounts

1. Accounting policies

i. General principles

The Statement of Accounts summarises the Authority's transactions for the 2020/21 financial year and its position at the year end of 31 March 2021. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015, which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 and the Service Reporting Code of Practice 2020/21, supported by International Financial Reporting Standards (IFRS). The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

ii. Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amounts is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

iii. Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in 7 days or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Authority's cash management.

iv. Exceptional items

When items of income and expense are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of the Authority's financial performance.

v. Prior period adjustments, changes in accounting policies and estimates and errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Authority's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

vi. Charges to revenue for non-current assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding fixed assets during the year:

- depreciation attributable to the assets used by the relevant service;
- revaluation and impairment losses on assets used by the service where there
- are no accumulated gains in the Revaluation Reserve against which the losses
- can be written off; and
- amortisation of intangible fixed assets attributable to the service.

vii. Employee Benefits

Benefits payable during employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Authority. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in

lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination benefits

Termination benefits are amounts payable as a result of a decision by the Authority to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the appropriate service line in the Comprehensive Income and Expenditure Statement when the Authority is demonstrably committed to the termination of the employment of an officer or group of officers or making an offer to encourage voluntary redundancy.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Authority to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post-employment benefits

Employees of the Broads Authority are members of Norfolk Pension Fund for civilian employees (the Local Government Pension Scheme), administered by Norfolk County Council. This is a funded defined benefit final salary scheme, meaning that the Authority and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

viii. Events after the balance sheet date

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- Those that provide evidence of conditions that existed at the end of the reporting period - the Statement of Accounts is adjusted to reflect such events.
- Those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

ix. Fair value measurement

The Authority measures some of its non-financial assets such as investment properties and some of its financial instruments such as borrowings at fair value at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The Authority measures the fair value of an asset or liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

When measuring the fair value of a non-financial asset, the Authority considers a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Authority uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the Authority's financial statements are categorised within the fair value hierarchy, as follows:

- Level 1 – quotes prices (unadjusted) in active markets for identical assets or liabilities that the Authority can access at the measurement date;
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly;
- Level 3 – unobservable inputs for the asset or liability.

x. Financial instruments

Financial liabilities

Financial liabilities are recognised on the Balance Sheet when the Authority becomes party to the contractual provisions of a financial instrument and are initially measured at fair value and carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest is the rate that

exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

Long term loans are shown in the balance sheet as the capital element outstanding at the year-end, split between amounts due within the current year and amounts due outside the year. Any interest paid is taken directly to the income and expenditure account. The 'fair value' of any loans is disclosed in the notes to the accounts with accompanying explanations.

Financial assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics.

There are three main classes of financial assets measured at:

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI)

The authority's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where the cash flows do not take the form of a basic debt instrument).

Financial assets measured at amortised cost

Financial assets measured at amortised cost are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for Statements the instrument. For most of the financial assets held by the authority, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the CIES.

Expected Credit Loss Model

The authority recognises expected credit losses on all of its financial assets held at amortised cost, either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for trade receivables (debtors) held by the authority.

The Authority has not made any material loans.

xi. Foreign currency translation

Where the Authority has entered into a transaction denominated in a foreign currency, the transaction is converted into sterling at the exchange rate applicable on the date the transaction was effective. Where amounts in foreign currency are outstanding at the year-end, they are reconverted at the spot exchange rate at 31 March. Resulting gains or losses are recognised in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement

xii. Government Grants and Contributions

Whether paid on account, by instalments or in arrears, government grants and third-party contributions and donations are recognised as due to the Authority when there is reasonable assurance that:

- the Authority will comply with the conditions attached to the payments; and
- the grants or contributions will be received.

Amounts recognised as due to the Authority are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ringfenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement.

Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

xiii. Intangible assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Authority as a result of past events is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Authority.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being

available) and the Authority will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and is restricted to that incurred during the development phase (research expenditure cannot be capitalised).

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Authority's goods or services.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Authority can be determined by reference to an active market. In practice, no intangible asset held by the Authority meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

xiv. Inventories

Inventories are included in the Balance Sheet at the lower of cost or net realisable value. The cost of inventories is assigned using the FIFO (first-in, first-out) costing formula.

xv. Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Authority as lessee

Finance leases

Property, Plant and Equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the

present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Authority are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability; and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the Authority at the end of the lease period).

Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement.

Operating leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

The Authority as lessor

Operating leases

Where the Authority grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

xvi. Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes, and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accrual's basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. A de minimis limit of £5,000 is used to recognise fixed assets.

Measurement

Assets are initially measured at cost, comprising:

- the purchase price; and
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Authority does not capitalise borrowing costs incurred whilst assets are under construction.

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in the cash flows of the Authority). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Authority.

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

Assets are then carried in the Balance Sheet using the following measurement bases:

- infrastructure, community assets and assets under construction – depreciated historical cost.
- all other assets – current value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of current value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of current value.

Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for current value.

Assets included in the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the

year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain Community Assets) and assets that are not yet available for use (i.e. assets under construction).

Depreciation is calculated on the following bases:

- dwellings and other buildings – straight-line allocation between 5 and 50 years, as advised by a professional valuer;
- vehicles, plant, furniture and equipment – straight-line allocation between 5 and 10 years, as advised by a suitably qualified officer; and
- infrastructure – straight-line allocation between 20 and 25 years, as advised by a suitably qualified officer.

Where an asset has been acquired under a finance lease arrangement, and the lease term is shorter than the asset's estimated useful life, the asset is depreciated over the lease term.

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

Receipts below £5,000 arising from the sale of fixed assets are allocated to revenue. The Broads Authority has a policy of not depreciating assets in the first year of ownership.

Disposals and non-current assets

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale. When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant or Equipment) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment, or set aside to reduce the Authority's underlying need to borrow (the capital financing requirement) (England and Wales). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

The written-off value of disposals is not a charge against the general fund, as the cost of fixed assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

xvii. Provisions, contingent liabilities and contingent assets

Provisions

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Authority may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Authority becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, considering relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Authority settles the obligation.

Contingent liabilities

A contingent liability arises where an event has taken place that gives the Authority a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Authority. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but are disclosed in a note (note 32) to the accounts.

Contingent assets

A contingent asset arises where an event has taken place that gives the Authority a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Authority.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

xviii. Reserves

The Authority sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement.

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments and retirement and employee benefits and do not represent useable resources for the Authority – these reserves are explained in the relevant policies.

xix. Operating segments

In accordance with IFRS 8 and the Code, the Broads Authority keeps the general fund and navigation fund separately. Under the Code, the Authority has prepared a single income and expenditure account for 2020/21, however in note 35 to the accounts the navigation income and expenditure is shown.

xx. Allocation of costs

Salary, vehicle and other revenue costs are reallocated within the general expenditure to major projects that are grant aided partially or wholly by sources other than Defra grant. The method of allocation is kept as simple as possible and is either made on usage, such as number of hours spent on a project, or estimated on a percentage basis.

Recharges between the general and navigation funds are based on staff time and usage.

xxi. Revenue expenditure funded from capital under statute

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year.

xxii. VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

2. Accounting Standards that have been issued but have not yet been adopted

The 2021/22 Code of Practice on Local Authority Accounting adopts the following amendments to International Accounting Standards and International Financial Reporting Standards, which will be required from 1 April 2021:

- In response to the Covid-19 pandemic, CIPFA/LASAAC has further delayed the implementation of IFRS 16 Leases until 1 April 2022. This will be a significant change in Local Authority Accounting. Its introduction will remove the distinction between operating and finance leases for lessees. The standard will require assets to be

recognised on the balance sheet as well as the liability for outstanding lease payments. This will apply where the right to use the asset exceeds 12 months and it is not considered low value. This will be a significant change to the Authority as it holds a number of operating leases relating to land that is used for moorings.

3. Critical judgements in applying accounting policies

In applying the accounting policies set out in note 1, the Authority has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- Despite the one-year settlement from DEFRA for 2021/22 there remains a degree of uncertainty about the longer-term levels of funding for National Parks. However, the Authority has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Authority might be impaired as a result of a need to close facilities and reduce levels of service provision.
- The Authority is a member of Whitlingham Charitable Trust of which there are four members. The Authority can appoint up to four trustees and there shall be no more than nine in total. The Trust is limited by guarantee in which each member agrees to contribute £1 in the event of it being wound up. Whitlingham Charitable Trust was established to manage and maintain Whitlingham Country Park for public benefit. The Authority does not have a controlling influence, and it does not have any share equity, or any share in profits or losses. It is considered therefore that International Accounting Standard (IAS) 28 – Accounting for Investments in Associates - does not apply as the charity has no formal equity structure, and the Authority does not derive any financial benefit from the Trust.

4. Assumptions made about the future and other major sources of estimation uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for the revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The key judgements and estimation uncertainty that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

Item	Uncertainties	Effect if actual results differ from assumptions
Property plant and equipment	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it	If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets fall. It is estimated that the annual depreciation charge would

Item	Uncertainties	Effect if actual results differ from assumptions
	uncertain that the Authority will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.	increase by £59,000 for every year that useful lives had to be reduced.
Pensions liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Authority with expert advice about the assumptions to be applied.	The effects on the net pension's liability of changes in individual assumptions can be measured. For instance, a 0.5% decrease in the discount rate assumption would result in an increase in the pension liability of £4,445,000. Further details are set out in the sensitivity analysis in note 31.

5. Material items of income and expenditure

There are no material items of expense in relation to 2021/22 which are not disclosed elsewhere within the Statement of Accounts.

6. Events after the balance sheet date

The Statement of Accounts was authorised for issue by the Chief Financial Officer on 24 September 2021. Events that occur after this date are not reflected in the financial statements or notes.

7. Note to the expenditure and funding analysis

Adjustments from General and Navigation Fund to arrive at the Comprehensive Income and Expenditure Statement Amount

2019/20 Adjustments for capital purposes (Note 1) £000	2019/20 Net change for the pension's adjustments (Note 2) £000	2019/20 Other differences (Note 3) £000	2019/20 Total adjustments £000	Description	2020/21 Adjustments for capital purposes (Note 1) £000	2020/21 Net change for the pension's adjustments (Note 2) £000	2020/21 Other differences (Note 3) £000	2020/21 Total adjustments £000
38	162	7	207	Operations	51	83	(2)	132
24	191	(5)	210	Strategic Services	26	103	5	134
(5)	65	3	63	Chief Executive	4	37	1	42
0	(26)	0	(26)	Corporate Items	0	0	0	0
107	310	7	424	Broads Navigation Account	33	188	3	224
164	702	12	878	Net Cost of Services (subtotal)	114	411	7	532
0	269	0	269	Other income and expenditure from the Expenditure and Funding analysis	0	206	0	206
164	971	12	1,147	Difference between General and Navigation Fund surplus or deficit and comprehensive Income and Expenditure Statement Surplus of Deficit on the Provision of Services	114	617	7	738

Note

1. Adjustments for capital purposes – this column adds in depreciation and impairment and revaluation gains and losses in the services line, and for:
 - Other operating expenditure – adjusts for capital disposal with a transfer of income on disposal of assets and the amounts written off for those assets.
 - Financing and investment income and expenditure – the statutory charges for capital financing i.e. Minimum Revenue Provision and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
2. Net change for the removal of pension contribution and the addition of IAS 19 Employee Benefits pension related expenditure and income:
 - For services this represents the removal of the employer pension contributions made by the authority as allowed by statute and the replacement with current service costs and past service costs.
 - For Financing and investment income and expenditure – the net interest on the defined benefit liability is charged to the CIES.
3. Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute including accumulated absences.

Income received on a segmental basis is analysed below:

Service	2019/20 Income from services (£000)	2020/21 Income from services (£000)
Operations	(723)	(567)
Strategic Services	(530)	(482)
Chief Executive	(38)	(22)
Corporate items	0	0
Specialist ringfenced account (navigation)	(3,692)	(3,540)
Total income analysed on a segmental basis	(4,983)	(4,611)

8a. Expenditure and income analysed by nature

The Authority's expenditure and income is analysed as follows:

Expenditure	2019/20 £000	2020/21 £000
Employee benefits expenses	5,647	5,388
Other services expenses	3,621	3,095
Depreciation, amortisation, impairment	452	347
Interest payments	42	29
Expenditure in relation to investment properties	0	0
Loss/(gain) on the disposal of assets	12	(9)
Total expenditure	9,774	8,850

Income	2019/20 £000	2020/21 £000
Fees, charges and other service income	(4,988)	(4,642)
Interest and investment income	(49)	(22)
Contributions from reserves	(497)	(383)
Government grants and contributions	(3,468)	(3,414)
Total income (subtotal)	(9,002)	(8,461)
Surplus or deficit on the provision of services	772	389

In addition to the amounts reported within the Comprehensive Income and Expenditure Statement the breakdown above also includes income and expenditure funded from the earmarked reserves.

8b. Revenue from contracts with service recipients

Amounts included in the Comprehensive Income and Expenditure Statement for contracts with service recipients:

Contract Revenue	2019/20 £000	2020/21 £000
Revenue from contracts with service recipients	324	66
Total included in comprehensive income and expenditure	324	66

Amounts included in the Balance Sheet for contracts with service recipients

Outstanding Revenue	2019/20 £000	2020/21 £000
Receivables, which are included in debtors (Note 14)	14	0
Total included in net assets	14	0

9. Adjustments between accounting basis and funding basis under regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Authority in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Authority to meet future capital and revenue expenditure.

2019/20 General fund and navigation fund £000	2019/20 Capital receipts reserve £000	2019/20 Movement in unusable reserves £000	Adjustments	2020/21 General fund and navigation fund £000	2020/21 Capital receipts reserve £000	2020/21 Movement in unusable reserves £000
			Adjustments primarily involving the Capital Adjustment Account:			
0	0	0	Reversal of items debited or credited to the Comprehensive Expenditure and Income Statement:			
			Transfer of non-current asset sale proceeds from revenue to Capital Receipts Reserve	0	0	0
(54)	0	54	Donated Asset	0	0	0
392	0	(392)	Charges for depreciation and impairment of non-current assets	342	0	(342)
51	0	(51)	Revaluation losses on property, plant and equipment	(4)	0	4
9	0	(9)	Amortisation of intangible assets	9	0	(9)
16	0	(16)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	21	0	(21)
(72)	0	72	Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:			
			Statutory provision for the financing of capital investment	(58)	0	58
(8)	0	8	Derecognition of finance lease liability	0	0	0
(170)	0	170	Capital expenditure charged against the General Fund	(197)	0	197
0	0	0	Adjustments involving the Capital Receipts Reserve:			
			Cash receipts from disposal of investment property	0	0	0
1,715	0	(1,715)	Adjustments involving the Pensions Reserve:			
			Reversal of items relating to post-employment benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement (see note 31)	1,390	0	(1,390)
(744)	0	744	Employer's pension contributions and direct payments to pensioners payable in the year	(773)	0	773
12	0	(12)	Adjustments involving the accumulated Absences Account:			
			Adjustments in relation to short-term compensated absences	8	0	(8)
0	0	0	Adjustments involving the Capital Grant Unapplied Account:			
			Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	0	0	0
1,147	0	(1,147)	Total adjustments	738	0	(738)

10. Transfers to/from earmarked reserves

This note presents details of the amounts set aside in earmarked reserves to provide financing for future expenditure and the amounts posted back from earmarked reserves to meet expenditure in 2020/21. A description of each of the earmarked reserves follows in the table below.

Reserve Name	Balance at 31 March 2019 £000	Transfers in 2019/20 £000	Transfers out 2019/20 £000	Balance at 31 March 2020 £000	Transfers in 2020/21 £000	Transfers out 2020/21 £000	Balance at 31 March 2021 £000
Property	(570)	(93)	0	(663)	(68)	0	(731)
Plant, vessels and equipment	(275)	(173)	99	(349)	(121)	124	(346)
Premises	(196)	(83)	32	(247)	(1)	36	(212)
Planning delivery grant	(269)	(29)	78	(220)	(12)	4	(228)
Upper Thurne Enhancement Scheme	(120)	(26)	0	(146)	(25)	6	(165)
Section 106 Agreements	(103)	(6)	65	(44)	0	10	(34)
Heritage Lottery Fund	(90)	(522)	600	(12)	(565)	545	(32)
Catchment Partnership	(90)	(31)	46	(75)	(57)	57	(75)
CANAPE	(187)	(232)	107	(312)	(165)	86	(391)
Computer Software	(11)	(11)	0	(22)	(10)	1	(31)
UK National Park Communications	0	(28)	0	(28)	(147)	128	(47)
Match Funding	0	0	0	0	(46)	0	(46)
Total	(1,911)	(1,234)	1,027	(2,118)	(1,217)	997	(2,338)

Included in the closing balance of £2,338k, £952k relates to Navigation funded reserves.

Earmarked reserves

Property

A reserve account set up to provide for the ongoing maintenance of the Authority's major assets, moorings and operational property assets, including Mutford Lock.

Plant, Vessels and Equipment

Reserve established to provide for the maintenance and replacement of the Authority's plant and equipment, including launches, construction and maintenance vessels and equipment, pool vehicles and fen management equipment.

Premises

A reserve account established to provide for the maintenance and development of the Authority's Dockyard facility and other buildings throughout the Broads.

Planning Delivery Grant

Balance of Defra and OPDM grants awarded to deliver the planning service.

Upper Thurne Enhancement Scheme

Reserve established to hold the balance of ring-fenced Environment Agency funding for enhancement works in the Upper Thurne.

Section 106 Agreements

A reserve account established to hold ring-fenced developers' contributions relating to planning application conditions.

Heritage Lottery Fund

A reserve account established for the Landscape Partnership project funded by the Heritage Lottery Fund.

Catchment Partnership

A reserve account set up to hold ring-fenced income from various partners within the Catchment Partnership.

CANAPE

A reserve account set up for European grant part funded project relating to the Creating A New Approach to Peatland Ecosystems.

Computer Software

A reserve account set up to provide for the ongoing replacement of Authority's Computer Software.

UK National Parks Communications

A reserve account set up to hold ring-fenced income from the 15 National Parks to fund the UK Communications Team.

Match Funding

A reserve account set up for European grant funded project EXPERIENCE.

11. Financing and investment income and expenditure

2019/20 £000	Expenditure and income detail	2020/21 £000
42	Interest payable and similar charges	28
269	Net interest on the net defined benefit liability (asset)	206
(49)	Interest receivable and similar income	(22)
262	Total	212

12. Property, plant and equipment

Movements on balances 2019/20

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
At 1 April 2019	2,893	3,459	302	323	60	7,037
Additions	0	125	13	0	32	170
Donated Assets	54	0	0	0	0	54
Revaluation increases/(decreased) recognised in the Revaluation reserve	112	(442)	0	0	0	(330)
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(62)	(5)	0	0	0	(67)

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
Derecognition-disposals	0	(38)	0	0	0	(38)
At 31 March 2020	2,997	3,099	315	323	92	6,826

Accumulated depreciation and impairment	Land and Buildings £000	Vehicles Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment £000
At 1 April 2019	52	2,038	238	0	0	2,328
depreciation charge	24	353	15	0	0	392
derecognition – disposals	0	(22)	0	0	0	(22)
depreciation written out to the Revaluation Reserve	(6)	(442)	0	0	0	(448)
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(12)	(4)	0	0	0	(16)
At 31 March 2020	58	1,923	253	0	0	2,234

Net Book Value	Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment
At 31 March 2020	2,939	1,176	62	323	92	4,592
At 31 March 2019	2,841	1,421	64	323	60	4,709

Movements on balances 2020/21

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
At 1 April 2020	2,997	3,099	315	323	92	6,826
Additions	0	174	0	0	128	302
Revaluation increases/(decreased) recognised in the Revaluation reserve	144	(73)	0	0	0	71
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	1	0	0	0	0	1
Derecognition-disposals	(3)	(70)	0	0	0	(73)
Reclassification	0	92	0	0	(92)	0
At 31 March 2021	3,139	3,222	315	323	128	7,127

Accumulated depreciation and impairment	Land and Buildings £000	Vehicles Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment £000
At 1 April 2020	58	1,923	253	0	0	2,234
depreciation charge	27	297	17	0	0	341
derecognition – disposals	(3)	(49)	0	0	0	(52)
depreciation written out to the Revaluation Reserve	(32)	(102)	0	0	0	(134)
At 31 March 2021	50	2,069	270	0	0	2,389

Net Book Value	Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment
At 31 March 2021	3,089	1,153	45	323	128	4,738
At 31 March 2020	2,939	1,176	62	323	92	4,592

Depreciation

The following useful lives and depreciation rates have been used in the calculation of depreciation:

Category of Asset	Depreciation method	Depreciation period
Operational Land and Buildings	Straight line. (The split between land and buildings is determined by the Authority's property consultant)	Between 5 to 50 years as per professional advice
Community Land	Not depreciated	Not depreciated
Infrastructure Asset	Straight line	Between 20 to 25 years
Vehicles, Vessels and Equipment	Straight line	Between 5 to 10 Years
Computer and Office Equipment	Straight line	5 years

Capital Commitments

The Authority has no capital commitments as at the balance sheet date.

Impairments

In accordance with IAS 36 and the Code, Directors have undertaken an annual impairment review. No assets were considered to be impaired.

Revaluations

The Authority carries out a rolling programme that ensures that all Property, Plant and Equipment required to be measured at current value is revalued every five years. Valuations were carried out internally and externally. Valuations of land and buildings were carried out externally by NPS Property Consultants Ltd, in accordance with methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors. Valuations of vehicles, plant, furniture and equipment are based on current prices where there is an active second-hand market or latest list prices adjusted for the condition of the asset.

Significant assumptions applied in estimating the current values are:

- Property, Plant and Equipment of a specialised nature were valued on the basis of what it would cost to reinstate the service, suitably adjusted to reflect for age, wear and tear and obsolescence of the existing asset.
- Infrastructure Assets and Community Assets have been valued at historic cost rather than fair value.
- Property leases have been split between finance and operating leases and valued accordingly depending upon whether the Authority is lessor or lessee.

Financial Year	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total £000
Carried at historical cost	0	0	33	323	128	484
Valued at current value as at 31 March 2021	560	272	0	0	0	832
31 March 2020	899	163	12	0	0	1,074
31 March 2019	1,378	236	0	0	0	1,614
31 March 2018	252	316	0	0	0	568
31 March 2017	0	166	0	0	0	166
Total cost or valuation	3,089	1,153	45	323	128	4,738

13. Inventories

Description	Consumable stores 2019/20 £000	Consumable stores 2020/21 £000	Maintenance materials 2019/20 £000	Maintenance materials 2020/21 £000	Total 2019/20 £000	Total 2020/21 £000
Balance outstanding at start of year	36	31	52	83	88	114
Purchases	24	30	144	113	168	143
Recognised as an expense in year	(29)	(22)	(113)	(123)	(142)	(145)
Written off balances	0	0	0	0	0	0
Balances outstanding at year end	31	39	83	73	114	112

14. Debtors

31 March 2020 £000	Debtor types	31 March 2021 £000
1,265	Trade receivables	73
825	Prepayments and accrued income	763
160	Other receivable amounts	123
2,250	Total	959

15. Cash and cash equivalents

The balance of cash and cash equivalents is made up of the following elements

31 March 2020 £000	Cash and cash equivalent types	31 March 2021 £000
2	Cash held by the Broads Authority	2
679	Bank current accounts	2,372
681	Total cash and cash equivalents	2,374

16. Creditors

31 March 2020 £000	Creditor types	31 March 2021 £000
279	Trade payables	199
2,301	Accruals and income in advance	1,385
202	Other payable amounts	216
2,782	Total	1,800

17. Provisions

2019/20 Accumulated absences provision £000	2019/20 Whitlingham Dilapidations provision £000	2019/20 Total £000	Description	2020/21 Accumulated absences provision £000	2020/21 Whitlingham Dilapidations provision £000	2020/21 Audit Fees provision £000	2020/21 Total £000
47	0	47	Balance at 1 April	60	47	0	107
60	47	107	Additional provisions made in year	67	0	40	107
(47)	0	(47)	Settlements or cancellation of provision made at end of proceeding year	(60)	0	0	(60)
60	47	107	Balance at 31 March	67	47	40	154

The Whitlingham Dilapidations Provision relates to end of lease dilapidations as assessed by Whitlingham Charitable Trust. COVID-19 the has delayed the settlement with the Trust.

The Audit Fee provision relates to the amount of fees EY would like the Authority to pay relating to the 2019/20 audit. The full amount has been disputed and will be determined by the PSAA.

For more information on the Accumulated Absence Account, see note 19.

18. Usable reserves

Movements in the Authority's usable reserves are detailed in the Movement in Reserves Statement.

19. Unusable reserves

31 March 2020 £000	Description	31 March 2021 £000
1,771	Revaluation reserve	1,907
2,618	Capital Adjustment Account	2,571
(8,731)	Pensions Reserve	(13,061)
(60)	Accumulated Absences Account	(67)
(4,402)	Total unusable reserves	(8,650)

Revaluation reserve

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its Property, Plant and Equipment (and Intangible Assets). The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost;
- used in the provision of services and the gains are consumed through depreciation; or
- disposed of and the gains are realised.

The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

2019/20 £000	Description	2020/21 £000
1,950	Balance at 1 April	1,771
132	Upward revaluation of assets	213
(14)	Downward revaluation of assets	(9)
118	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on Provision of Services (subtotal)	202
(297)	Difference between current value depreciation and historical cost depreciation	(66)
(179)	Amount written off to the Capital Adjustment Account (subtotal)	136
1,771	Balance at 31 March	1,907

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert current value figures to a historical cost basis). The Account is credited with the amounts set aside by the Authority as finance for the costs of acquisition, construction and enhancement.

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Authority. The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains. Note 9 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

2019/20 £000	Description	2020/21 £000
2,484	Balance at 1 April	2,618
0	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement: Transfer of non-current asset sale proceeds from revenue to Capital Receipts Reserve	0
(392)	Charges for depreciation and impairment of non-current assets	(342)
(51)	Revaluation losses on property plant & equipment	4
54	Movement in the Donated Assets	0
(9)	Amortisation of intangible assets	(9)
(16)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss in disposal to the comprehensive income and expenditure statement	(21)
297	Adjusting amounts written out of the revaluation reserve	66
(117)	Net written out amount of the cost of non-current assets consumed in the year (subtotal)	(302)
72	Capital financing applied in the year: Statutory provision for the financing of capital investment charges against the general fund removal of finance lease liability for assets returned in year	57

2019/20 £000	Description	2020/21 £000
9	Derecognition of finance lease liability	0
170	Capital expenditure charges against the General Fund	198
2,618	Balance at 31 March	2,571

Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Authority makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2019/20 £000	Description	2020/21 £000
(10,812)	Balance at 1 April	(8,731)
3,052	Remeasurements of the net defined benefit liability/(asset)	(3,713)
(1,715)	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(1,390)
744	Employer's pension contributions and direct payments to pensioners payable in the year	773
(8,731)	Balance at 31 March	(13,061)

Accumulated Absences Account

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund balance is neutralised by transfers to or from the Account.

2019/20 £000	Description	2020/21 £000
(47)	Balance at 1 April	(60)
47	Settlement or cancellation of accrual made at the end of the preceding year	60
(60)	Amounts accrued at the end of the current year	(67)
0	Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	0
(60)	Balance at 31 March	(67)

20. Cash Flow Statement – Operating Activities

The cash flows from operating activities include the following items:

2019/20 £000	Operating activity	2020/21 £000
(49)	Interest received	(29)
42	Interest paid	29
(7)	Net cash flows from operating activities	0

21. Cash flow statement – investing activities

2019/20 £000	Investing activity	2020/21 £000
(170)	Purchase of property, plant and equipment, investment property and intangible assets	(302)
(500)	Purchase of short-term investments	(1,001)
(2)	Proceeds from short term investments	2,000
(4)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	30
(676)	Net cash flows from investing activities	727

22. Cash flow statement – financing activities

2019/20 £000	Financing activity	2020/21 £000
0	Cash receipts of short- and long-term borrowing	105

2019/20 £000	Financing activity	2020/21 £000
(57)	Cash payments for the reduction of the outstanding liabilities relating to finance leases	(42)
(15)	Repayments of short- and long-term borrowing	(15)
(72)	Net cash flows from financing activities	48

23.Members' allowances

The Authority paid the following amounts to Members if the Authority during the year:

2019/20 £000	Member payment type	2020/21 £000
39	Allowances	40
7	Expenses	0
46	Total	40

24.Officers' remuneration

The remuneration paid to the Authority's senior employees as follows:

Job Title	Year	Salary, fees and allowances £000	Bonuses £000	Expenses allowances £000	Pension contribution £000	Total £000
Chief	2019/20	88	0	0	16	105
Executive	2020/21	91	0	0	16	107
Director of	2019/20	59	0	0	11	70
Strategic	2020/21	62	0	0	11	73
Services						
Director of	2019/20	59	0	0	11	70
Operations	2020/21	62	0	0	11	73

The number of employees receiving more than £50,000 remuneration for the year (excluding employer's pension contributions) is shown below:

Number of employees 2019/20	Remuneration amount band	Number of employees 2020/21
0	£50,000 - £54,999	0
2	£55,000 - £59,999	0
0	£60,000 - £64,999	2
0	£65,000 - £69,999	0
0	£70,000 - £74,999	0
0	£75,000 - £79,999	0
0	£80,000 - £84,999	0
1	£85,000 - £89,999	0
0	£90,000 - £94,999	1

Exit packages

The number and cost of exit packages agreed, analysed between compulsory redundancies and other departures, are disclosed in the table below:

Exit package cost band	Number of compulsory redundancies 2019/20	Number of compulsory redundancies 2020/21	Number of other departures agreed 2019/20	Number of other departures agreed 2020/21	Total number of exit packages by cost band 2019/20	Total number of exit packages by cost band 2020/21	Total cost of exit packages in each band 2019/20 £000	Total cost of exit packages in each band 2020/21 £000
£0-£20,000	1	0	0	0	1	0	12	0
£20,001-£40,000	1	0	0	0	1	0	24	0
Total	2	0	0	0	2	0	36	0

The total cost in the table above for exit packages have been charges to the authority's comprehensive income and expenditure statement in the previous year.

25.External audit costs

The Broads authority has incurred the following fees relating to audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the Authority's external auditors. The additional fee in 2020/21 is being disputed, for further details please see note 17.

2019/20 £000	Type of external audit cost	2020/21 £000
11	Fees payable to external auditors with regard to external audit services carried out by the appointed auditor for the year	51
11	Total	51

26. Grant income

The Authority credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement:

2019/20 £000	Grant Name	2020/21 £000
3,414	Credited to taxation and non-specific grant income:	3,414
54	Defra National Park Grant	0
	Donated Asset (Acle WC)	
495	Credited to serves:	452
	Heritage Lottery Fund – Landscape Partnership Scheme	
95	CANAPE - ERDF	163
24	Defra Environment Land Management Scheme	33
26	Water Environment Grant	15
0	Covid-19 Business Grant	20
4,108	Total	4,097

27. Related parties

The Broads Authority is required to disclose material transactions with related parties, bodies or individuals that have the potential to control or influence the Authority or to be controlled or influenced by the Authority. Disclosure of these transactions allows readers to assess the extent to which the Authority might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Authority.

Central Government

Central government has effective control over the general operations of the Authority – it is responsible for providing the statutory framework within which the Authority operates, provides the majority of funding in the form of grants and prescribes the terms of many of the transactions that the Authority has with other parties.

Members

Members of the Broads Authority have direct control over the Authority's financial and operating policies. Members of the Navigation Committee have a consultative role in respect of navigation matters. The Authority wrote to all Members requesting details of any related party transactions. Details of Members' expenses are included in note 23.

A number of members of the Broads Authority are appointed by Local Authorities within the Broads area. The Authority transacts with these other Local Authorities for items such as rates in the normal course of business. There were no material transactions with Local Authorities which are not disclosed elsewhere within the Statement of Accounts.

Mr Andrew Hamilton is a member of the Navigation Committee and is Director of 'Eastwood Whelpton Ltd'. Eastwood Whelpton Ltd paid £9,986 (£10,989 2019/20) navigation tolls to the Broads Authority in 2020/21.

Mr James Knight is a member of the Broads Authority and Planning Committee and is a Director of 'Waveney River Centre (2003) Ltd'. Waveney River Centre (2003) Ltd paid £16,177 (£18,032 2019/20) navigation tolls to the Broads Authority in 2020/21. The Authority also made fuel purchases of £383 (£1,294 in 2019/20) and used mooring facilities of £2,500 during 2020/21 which were prepaid in advance (£2,400 2019/20). No amounts were outstanding at 31 March 2021. Mr Knight is also Director of 'Norfolk Broads Direct' who paid £127,063 navigation tolls in 2020/21. Mr Knight took no part in the decision-making process associated with these contracts.

Mr Greg Munford is a member of the Broads Authority, Navigation Committee and Audit & risk Committee and is Director of 'Richardsons Leisure Ltd'. Richardsons Leisure Ltd and 'Horning Pleasurecraft Ltd' paid £342,276 (£384,802 2019/20) navigation tolls to the Broads Authority in 2020/21. Richardson Leisure Ltd also provided the Authority their animations for use in the Broads online safety videos. These were provided free of charge.

Mr Simon Sparrow is a member of the Broads Authority and Navigation Committee and is Director of 'Hippersons Boatyard Ltd'. Hippersons Boatyard Ltd paid £4,674 (£4,652 2019/20) navigation tolls to the Broads Authority in 2020/21. The Authority also made fuel purchases of £72 during 2019/20 but none in 2020/21. Mr Sparrow took no part in the decision-making process associated with this contract.

Officers

The Chief Executive represents the Broads Authority on the board of the Whitlingham Charitable Trust. Officer remuneration is detailed in note 24.

Whitlingham Charitable Trust

During 2019/20 Authority provided administration services for Whitlingham Charitable Trust of £36,632. This arrangement came to an end on 31 March 2020. The balance outstanding at 31 March 2020 was £6,953.

The Broads Authority provided a recharge service for purchase invoices and salaries of £1,058 (£72,832 in 2019/20). The balance outstanding at 31 March 2021 was £72 (£6,914 at 31 March 2020).

The Whitlingham Charitable Trust also invoiced the Authority £864 (£864 in 2019/20) for rental income for moorings. No amounts were outstanding at 31 March 2021 (£864 in 2019/20).

During 2019/20 The Whitlingham Charitable Trust also invoiced the Authority £15,880 for rental income for the lease of the visitor centre and moorings, and £4,339 for income collected on behalf of the Trust. The lease for the visitor centre and the collection of income on behalf of the Trust ceased on 31 March 2020 at the same time as the administration services. The balance outstanding at 31 March 2020 was £864.

Birketts LLP

Birketts LLP provides legal services to the Broads Authority. The Authority paid £98,169 for legal services in 2020/21 (£54,866 2019/20). No amounts were outstanding at 31 March 2021 (£8,656 2019/20). Steven Bell is a Senior Associate at Birketts LLP and served as Monitoring Officer to the Broads Authority until June 2020.

Other Public Bodies

East Suffolk Council provides Hilary Slater who serves as Monitoring Officer to the Broads Authority. Hilary Slater replaced Steven Bell and was appointed in June 2020. East Suffolk Council recharges the Authority for this service and paid £12,449 in 2020/21. £2,277 was outstanding at 31 March 2021.

The Authority recharged Broadland District Council for staff time of £4,260 during 2020/21 (£5,667 in 2019/20). No amounts were outstanding at 31 March 2021 (Nil 2019/20).

Norfolk County Council provides legal services to the Broads Authority via its legal practice, NPLaw. The Authority paid £22,638 for legal services in 2020/21 (£34,155 in 2019/20). £2,575 was outstanding at 31 March 2021 (£1,491 2019/20).

Norfolk County Council also provides payroll services to the Broads Authority. The Authority paid £5,519 for this in 2020/21 (£9,291 in 2019/20). No amounts were outstanding at 31 March 2021 (£2,295 2019/20).

The Authority recharged Norfolk County Council for staff time of £1,295 during 2020/21 (£2,520 in 2019/20). No amounts were outstanding at 31 March 2021 (Nil 2019/20).

28. Capital expenditure and capital financing

The total amount of capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under finance leases and PFI/PP contracts), together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Authority, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Authority that has yet to be financed. The CFR is analysed in the second part of this note.

2019/20 £000	Description	2020/21 £000
294	Opening Capital Finance Requirement	222
224	Capital investment: Property, plant and equipment	302
	Sources of finance	
	Sums set aside from revenue:	
(170)	Direct revenue contributions	(198)
(54)	Donated Asset	0
(72)	MRP	(57)

2019/20 £000	Description	2020/21 £000
222	Closing capital finance requirement	269
(72)	Explanation of movements in year Increase/(decrease) in underlying need to borrow (unsupported by government financial assistance)	47
(72)	Increase/(decrease) in capital financing requirement	47

29. Leases

Authority as lessee

Finance Leases

The Authority has a number of vehicles, plant and office equipment acquired under finance leases. The assets acquired under these leases are carried as Property, Plant and Equipment in the Balance Sheet at the following net amounts:

2019/20 £000	Asset Type	2020/21 £000
0	Other Land and Buildings	0
128	Vehicles, Plant, Furniture and Equipment	85
128	Total	85

The Authority is committed to making minimum payments under these leases comprising settlement of the long-term liability for the interest in the property acquired by the Authority and finance costs that will be payable by the Authority in future years while the liability remains outstanding. The minimum lease payments are made up of the following amounts:

2019/20 £000	Time periods	2020/21 £000
43	Finance lease liabilities (net present value of minimum lease payments): Current	43
72	Non-current	29
4	Finance costs payable in future years	2
119	Minimum lease payments	74

The minimum lease payments will be payable over the following periods:

Time periods	Minimum lease payments 31 March 2020 £000	Minimum lease payments 31 March 2021 £000	Finance lease liabilities 31 March 2020 £000	Finance lease liabilities 31 March 2021 £000
Not later than one year	45	45	43	43
Later than one year and not later than 5 years	74	29	72	29
Later than 5 years	0	0	0	0
Total	119	74	115	72

The minimum lease payments do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2020/21, no (£nil) contingent rents were payable by the Authority (2019/20 £nil).

Operating Leases

The Authority has also established operating leases in relation to land and buildings with typical lives between 5 and 20 years. The future minimum lease payments due under noncancelable leases in future years are:

2019/20 £000	Time period	2020/21 £000
141	Not later than one year	138
280	Later than one year and not later than 5 years	163
207	Later than 5 years	190
628	Total	491

The expenditure charged to the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

2019/20 £000	Expenditure	2020/21 £000
162	Minimum lease payments	161
162	Total	161

Authority as Lessor

Finance Leases

The Authority has no leased-out property on a finance lease.

Operating Leases

The Authority leases out land and property under operating leases for the following purposes:

- For the provision of community services, such as tourism services; and
- For an outdoor education and study centre.

The future minimum lease payments receivable under non-cancellable operating leases in future years are:

2019/20 £000	Time Period	2020/21 £000
0	Not later than one year	2
0	Later than one year and not later than 5 years	6
0	Later than 5 years	1
0	Total	9

The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews.

30. Termination benefits

The Authority terminated the contracts of two employees who were made redundant at the beginning of 2019/20 as part of the Broads Authority's organisational restructuring. In terminating these contracts, the Authority incurred liabilities of £36,315, of which £nil related to enhanced pension benefits. No additional liabilities relating to termination benefits were incurred during 2019/20 and 2020/21 and no provision for any future redundancy payments was established in the year.

31. Defined Benefit Pension Schemes

Participation in Pension Schemes

As part of the terms and conditions of employment of its officers and other employees, the Broads Authority makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Authority has a commitment to make future payments and thus these need to be disclosed as a future entitlement. The Authority participates in one pension scheme:

- The Norfolk Pension Fund for civilian employees (the Local Government Pension Scheme), administered locally by Norfolk County Council. This is a funded defined benefit final salary scheme, meaning that the Authority and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

Transactions relating to Post-Employment Benefits

The Authority recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge the Authority is required to make against tolls and Defra grant is based on the cash payable in the year, so the real cost of post-employment benefits is reversed out via the Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income and Expenditure Statement and via the Movement in Reserves Statement during the year:

2019/20 £000	Transaction	2020/21 £000
	Comprehensive Income and Expenditure Statement	
	Cost of services:	
1,493	• current service cost	1,184
(47)	• past service cost	0
	Financing and investment income and expenditure	
269	• net interest expense	206
1,715	Total post-employment benefits charged to the surplus or deficit on the provision of services	1,390
	Other post-employment benefits charged to the Comprehensive Income and Expenditure Statement:	
2,276	• return on plan assets (excluding the amount included in the net interest expense)	(5,588)
(996)	• actuarial gains and losses arising on changes in demographic assumptions	451
(3,145)	• actuarial gains and losses arising on changes in financial assumptions	9,189
(1,187)	• other experience	(339)
(3,052)	Total post-employment benefits charged to the Comprehensive Income and Expenditure Statement	3,713
	Movement in Reserves Statement	
1,715	• reversal of net charges made to the surplus or deficit on the provision of services for post-employment benefits in accordance with the Code	1,390
	Actual amount charged against the General Fund balance for pensions in the year:	
(744)	• employers' contributions payable to scheme	(773)

Pension Assets and Liabilities Recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the Authority's obligation in respect of its defined benefit plan is as follows:

2019/20 £000	Type	2020/21 £000
(33,852)	Present value of the defined benefit obligation	(44,513)
25,121	Fair value of plan assets	31,452
(8,731)	Net liability arising from defined benefit obligation	(13,061)

Reconciliation of the Movements in the Fair Value of Scheme (Plan) Assets

2019/20 £000	Movements	2020/21 £000
26,828	Opening fair value of scheme assets	25,121
644	Interest income	579
(2,276)	Remeasurement gain / (loss): <ul style="list-style-type: none"> The return on plan assets, excluding the amount included in the net interest expense 	5,588
744	Contributions from employer	773
222	Contributions from employees into the scheme	230
(1,041)	Benefits paid	(839)
25,121	Closing fair value of scheme assets	31,452

Reconciliation of Present Value of the Scheme Liabilities (Defined Benefit Obligation)

2019/20 £000	Movements	2020/21 £000
37,640	Balance at 1 April	33,852
1,493	Current service cost	1,184
913	Interest cost	785
222	Contributions from scheme participants	230
(996)	Remeasurement (gains) and losses: <ul style="list-style-type: none"> Actuarial gains / losses from changes in demographic assumptions 	451
(3,145)	<ul style="list-style-type: none"> Actuarial gains / losses arising from changes in financial assumptions 	9,189
(1,187)	<ul style="list-style-type: none"> Other 	(339)
(47)	<ul style="list-style-type: none"> Past Service Cost 	0
(1,041)	Benefits paid	(839)
33,852	Balance at 31 March	44,513

Local Government Pension Scheme Assets

Local Government Pension Scheme assets comprised:

Fair value of scheme assets 2019/20 £000				Fair value of scheme assets 2020/21 £000		
Quoted prices in active markets	Quoted prices not in active markets	Total	Asset type	Quoted prices in active markets	Quoted prices not in active markets	Total
-	664.6	664.6	Cash and cash equivalents: <ul style="list-style-type: none"> All cash and cash equivalents 	490.6	-	490.6
930.9	-	930.9	Equity instruments: <ul style="list-style-type: none"> Consumer 	-	-	-
738.1	-	738.1	<ul style="list-style-type: none"> Manufacturing 	-	-	-
225.1	-	225.1	<ul style="list-style-type: none"> Energy and utilities 	-	-	-
631.0	-	631.0	<ul style="list-style-type: none"> Financial institutions 	-	-	-
583.1	-	583.1	<ul style="list-style-type: none"> Health and care 	-	-	-
775.3	-	775.3	<ul style="list-style-type: none"> Information technology 	-	-	-
0.4	-	0.4	<ul style="list-style-type: none"> Other 	-	-	-
-	-	-	Bonds (Debt securities): <ul style="list-style-type: none"> Corporate bonds (investment grade) 	-	-	-
-	-	-	<ul style="list-style-type: none"> Corporate bonds (non-investment grade) 	-	-	-
291.9	-	291.9	<ul style="list-style-type: none"> UK Government 	358.0	-	358.0
-	1,511.8	1,511.8	Private equity: <ul style="list-style-type: none"> All private equity 	-	1,995.6	1,995.6

Fair value of scheme assets 2019/20 £000				Fair value of scheme assets 2020/21 £000		
-	2,161.5	2,161.5	Property:	-	2,501.0	2,501.0
-	495.0	495.0	<ul style="list-style-type: none"> • UK property • Overseas property 	-	636.1	636.1
7,260.7	-	7,260.7	Other investment funds and unit trusts:	14,016.6	-	14,016.6
8,185.2	-	8,185.2	<ul style="list-style-type: none"> • Equities • Bonds 	9,337.5	-	9,337.5
-	701.6	701.6	<ul style="list-style-type: none"> • Infrastructure • Other 	-	1,989.2	1,989.2
-	-	-		-	115.8	115.8
-	-	-	Derivatives	-	-	-
-	(35.2)	(35.2)	<ul style="list-style-type: none"> • Other derivatives • Foreign exchange 	11.6	-	11.6
19,621.7	5,499.3	25,121.0	Total	24,214.3	7,237.7	31,452.0

Basis for estimating assets and liabilities

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. The Fund liabilities have been assessed by Hymans Robertson, an independent firm of actuaries, estimates for the fund being based on the latest full valuation of the scheme as at 31 March 2019.

The principal assumptions used by the actuary have been:

31 March 2020	Assumption	31 March 2021
	Long term expected rate of return on assets in the scheme:	
2.3%	• Equity investments	2.0%
2.3%	• Bonds	2.0%
2.3%	• Property	2.0%
2.3%	• Cash	2.0%
	Mortality assumptions:	
	Longevity at 65 for current pensioners:	
21.7 years	• Men	21.9 years
23.9 years	• Women	24.3 years
	Longevity at 65 for future pensioners:	
22.8 years	• Men	23.2 years
25.5 years	• Women	26.2 years
1.9%	Rate of inflation	2.85%
2.6%	Rate of increase in salaries	3.55%
1.9%	Rate of increase in pensions	2.85%
2.3%	Rate for discounting scheme liabilities	2.0%
	Take up of option to convert annual pension into retirement lump sum:	
50%	Pre- April 2008 service	50%
75%	Post- April 2008 service	75%

*The expected rates of return are set equal to the discount rate (per the revised version of IAS19).

The estimation of the defined benefit obligation is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions at the end of the reporting period and assumes for each other change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial

basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below are consistent with those adopted in the previous period.

Sensitivity analysis – impact on the defined benefit obligation in the scheme

Change in assumptions at 31 March 2021	Approximate % increase to employer liability	Approximate monetary amount £000
0.5% decrease in real discount rate	10%	4,445
1-year increase in member life expectancy	3-5%	Dependent on revised assumption
0.5% increase in the salary increase rate	1%	326
0.5% increase in the pension increase rate	9%	4,034

Techniques used to manage risk

The Pensions Committee of Norfolk County Council considers long term liabilities when setting its investment strategy but does not follow a specific liability matching investment approach having taken appropriate professional advice. The Committee has agreed an asset allocation benchmark, a performance target and various controls on the Fund's investments. These reflect their views on the appropriate balance between maximising the long-term return on investments and minimising short-term volatility and risk. The Committee monitors and reviews the performance of investments and the overall strategy on a regular basis, supported by advice from professional advisers as required. A large proportion of the Fund's assets relate to equities (51% of scheme assets) and bonds (31%). These percentages are materially the same as the previous year. The scheme also invests in properties as part of the diversification of the scheme's investments.

Further details of the Fund's investment approach are outlined in the Statement of Investment Principles and Funding Strategy Statement that are published on the Fund's website www.norfolkpensionfund.org.

Impact on the Authority's cash flows

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The Administering Authority has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 20 years. Funding levels are monitored on an annual basis. The next triennial valuation will take place on 31 March 2022.

The scheme will need to take account of the national changes to the scheme under the Public Pension Services Act 2013. Under the Act, the Local Government Pension Scheme in England and Wales may not provide benefits in relation to service after 31 March 2014. The Act provides for scheme regulations to be made within a common framework, to establish

new career average revalued earnings schemes to pay pensions and other benefits to certain public servants.

The Authority anticipates paying contributions of approximately £760,000 to the scheme in 2021/22.

32. Contingent Liabilities

The Authority has identified one material contingent liability:

Postwick Tip

The Authority uses a site “Postwick Tip,” which is included in the Authority’s Fixed Asset Register, for the treatment of sediment material from dredging operations. This natural treatment process involves the drying of sediment so that mercury content is absorbed. As such there would be no clean-up costs at the end of the site’s life. However, if the Authority were to stop using the site, there would be a cost of £33,000 to surrender the license. There is currently no expectation that the Authority will cease using the site. The Authority’s use of the site is the subject of a bond / financial provision to the Environment Agency in the amount of £6.4m. This covers the estimated cost of restoration which could arise if there were to be a catastrophic event at the site. Defra are the guarantors for this bond and the Authority would not itself anticipate making any payment under the terms of this agreement.

33. Financial Instruments

The following categories of financial instrument are carried in the Balance Sheet:

Financial Assets

Type	Non-Current Investments 31 March 2020 £000	Non-Current Investments 31 March 2021 £000	Non- Current Debtors 31 March 2020 £000	Non- Current Debtors 31 March 2021 £000	Current Investments 31 March 2020 £000	Current Investments 31 March 2021 £000	Current Debtors 31 March 2020 £000	Current Debtors 31 March 2021 £000	Total 31 March 2020 £000	Total 31 March 2021 £000
Amortised Cost	0	0	0	0	4,689	5,375	2,015	722	6,704	6,097
Total financial assets	0	0	0	0	4,689	5,375	2,015	722	6,704	6,097
Non- financial assets	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	4,689	5,375	2,015	722	6,704	6,097

Financial Liabilities

Type	Non-Current Borrowings 31 March 2020 £000	Non-Current Borrowings 31 March 2021 £000	Non-Current Creditors 31 March 2020 £000	Non-Current Creditors 31 March 2021 £000	Current Borrowings 31 March 2020 £000	Current Borrowings 31 March 2021 £000	Current Creditors 31 March 2020 £000	Current Creditors 31 March 2021 £000	Total 31 March 2020 £000	Total 31 March 2021 £000
Amortised Cost	167	193	0	0	57	78	2,740	1,757	2,964	2,028
Total financial liabilities	167	193	0	0	57	78	2,740	1,757	2,964	2,028
Non-financial liabilities	0	0	0	0	0	0	0	0	0	0
Total	167	193	0	0	57	78	2,740	1,757	2,964	2,028

Income, Expense Gains and Losses

Interest Type	Surplus or Deficit on the Provision of Services 2019/20 £000	Other Comprehensive Income and Expenditure 2019/20 £000	Total 2019/20 £000	Surplus or Deficit on the Provision of Services 2020/21 £000	Other Comprehensive Income and Expenditure 2020/21 £000	Total 2020/21 £000
Interest Expense	42	0	42	29	0	29

Interest Type	Surplus or Deficit on the Provision of Services 2019/20 £000	Other Comprehensive Income and Expenditure 2019/20 £000	Total 2019/20 £000	Surplus or Deficit on the Provision of Services 2020/21 £000	Other Comprehensive Income and Expenditure 2020/21 £000	Total 2020/21 £000
Interest Income	(49)	0	(49)	(22)	0	(22)

Fair Values of Assets and Liabilities

Financial liabilities, financial assets represented by loans and receivables and long-term debtors and creditors are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments. These valuations are all classified as Level 2, where market prices are not available, with valuation techniques using inputs based significantly on observable market data. The following assumptions should be noted:

- Fixed interest rate of 4.82% over the 20-year PWLB loan;
- Fixed interest rate of 2% over the 5-year PWLB loan;
- No early repayment or impairment is recognised; and
- The fair value of trade and other receivables is taken to be invoices or billed amount.

The fair values calculated are as follows:

Financial Liabilities held at amortised cost:	31 March 2020 Carrying Amount £000	31 March 2020 Fair Value £000	31 March 2021 Carrying Amount £000	31 March 2021 Fair Value £000
PWLB	109	130	199	221
Finance Leases	115	115	72	72
Short Term Creditors	2,740	2,740	1,757	1,757
Total	2,964	2,985	2,028	2,050

The fair value of borrowings is higher than the carrying amount because the authority's PWLB loan is at a fixed interest rate where the interest rate payable is higher than the prevailing rates at the Balance Sheet date. This shows a notional future loss (based on economic conditions as at 31 March 2021) arising from a commitment to pay interest to lenders above the current market rate. Refinancing the loan at lower interest rates would outweigh the early repayment fee.

Financial assets held at amortised cost:	31 March 2020 Carrying Amount £000	31 March 2020 Fair Value £000	31 March 2021 Carrying Amount £000	31 March 2021 Fair Value £000
Fixed term investments	4,010	4,010	3,003	3,003
Cash at banks	679	679	2,372	2,372
Short Term debtors	2,015	2,015	722	722
Total	6,704	6,704	6,097	6,097

Short term debtors and creditors are carried at cost as this is fair approximation of their value.

34. Nature and Extent of Risks Arising from Financial Instruments

The Authority's activities expose it to a variety of financial risks:

Credit Risk: The possibility that other parties might fail to pay amounts due to the Authority.

Liquidity Risk: The possibility that the Authority might not have funds available to meet its commitments to make payments.

Market Risk The possibility that financial loss might arise for the Authority as a result of changes in such measures as interest rates and stock market investments.

Foreign Exchange Risk: The possibility that financial loss might arise for the Authority as a result of changes in the exchange rate (GBP and Euro).

The Broads Authority's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services.

Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to customers. Deposits are only made in line with the Treasury Management Strategy which requires that deposits are not made with banks and financial institutions unless they are highly rated. Therefore, the Broads Authority does not consider there to be any quantifiable risk in relation to investments.

The Authority's standard terms and conditions for payment of invoices are 30 days from invoice date. The Authority does not allow credit for customers, and only a small proportion of invoices were overdue and outstanding as at 31 March 2021 for which a bad debt provision had not been put in place.

Liquidity Risk

A one-year funding agreement from DEFRA means the Broads Authority has some certainty over 2021/22. Longer term uncertainty still remains and future changes in government brings further uncertainty whether future multi-year funding will be available. Given the significant cash balances there is no significant risk that it will be unable to meet its commitments under financial instruments. All financial liabilities are due to be repaid within one to five years with the exception of the 20-year PWLB loan. Therefore, there is no risk of having to borrow at unfavourable rates in future to replenish borrowings.

Market Risk

With the exception of the PWLB loan, the Broads Authority is debt free. Excess cash is invested at variable or fixed money market rates depending on forecasts for interest rates under the period of review.

Foreign Exchange Risk

The Authority's Annual Investment and Capital Financing Strategy for 2021/22 states that if the Authority enters into any contractual arrangements above £100,000 which involve foreign currency, the advice of the Chief Financial Officer will be sought on the advisability of hedging the exchange risk before entering into the contract.

35. Navigation Income and Expenditure Account

2019/20 Gross expenditure £000	2019/20 Income £000	2019/20 Net expenditure/ (income) £000	Description	2020/21 Gross expenditure £000	2020/21 Income £000	2020/21 Net expenditure/ (income) £000
2,587	(87)	2,500	Operations	2,366	(19)	2,347
580	(160)	420	Strategic Services	488	(128)	360
700	(14)	686	Chief Executive	710	(8)	702
17	0	17	Corporate Items	49	0	49
0	(3,431)	(3,431)	Navigation Income (Tolls)	0	(3,385)	(3,385)
3,884	(3,692)	192	Cost of services (subtotal)	3,613	(3,540)	73
		(4)	(Gains)/Losses on the disposal of non-current assets			2
		123	Financing and investment income and expenditure			102
		(54)	Donated Asset			0
		257	(Surplus) or deficit on provision of services (subtotal)			177
		(96)	(Surplus) or deficit on revaluation of fixed assets			(190)
		(1,350)	Actuarial (gains)/losses on pension assets/liabilities			1,695
		(1,446)	Other comprehensive income and expenditure (subtotal)			1,505
		(1,189)	Total comprehensive income and expenditure			1,682

36.Going Concern

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 (the Code), which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector. The accounts have been prepared on the going concern basis.

In carrying out its assessment that this basis is appropriate, made for the going concern period to 31 March 2023, management of the Authority have undertaken forecasting of both income and expenditure, the expected impact on reserves, and cashflow forecasting.

Our most recent year-end balances, as reported in these statements are as follows:

Date	General Fund	Navigation Fund	Earmarked reserves
31/03/21	£0.892m	£0.895m	£2.338m

Our expected General/Navigation Fund and Earmarked Reserve position has a predicted balance of £1.098 million and £2.113 million at 31 March 2023 This remains above our minimum level of balances as previously set by our CFO of £0.837 million.

Our cash flow forecasting and assessment of the adequacy of our liquidity position demonstrates positive cash balances throughout the going concern period, and no expectation of external borrowing.

The key assumptions within this forecast include a 2% pay increase for 2021/22 and 2022/23, as negotiated by the National Joint Council (NJC). We have considered if a higher increase is negotiated above 2%, and the above projections would not be significantly affected with both minimum levels of reserves and liquidity remaining through the same period.

On this basis, the Authority have a reasonable expectation that it will have adequate resources to continue in operational existence throughout the going concern period maintaining the provision of its services. For this reason, alongside the statutory guidance, we continue to adopt the going concern basis in preparing these financial statements.

Glossary of Terms

Accounting period

The period of time covered by the accounts, a period of twelve months commencing on 1 April. The end of the accounting period is the Balance Sheet date.

Accounting policies

The basis on which an organisation's financial statements are based to ensure that those statements 'present fairly' the financial position and transactions of that organisation. Accounting concepts include 'materiality', 'accruals', 'going concern' and 'primacy of legislative requirements'.

Accruals

Sums included in the final accounts to recognise revenue and capital income and expenditure earned or incurred in the financial year, but for which actual payment had not been received or made as at 31 March.

Actuarial gains and losses

These may arise on both defined benefit pension scheme liabilities and assets. A gain represents a positive difference between the actuarial assumptions and actual experience (e.g. liabilities during the period were lower than estimated). A loss represents a negative difference between the actuarial assumptions and actual experience (e.g. liabilities during the period were higher than estimated).

Amortisation

The measure of the wearing out, consumption, or other reduction in the useful economic life of an intangible long-term asset.

Amortised cost

This is cost that has been adjusted for amortisation.

Asset

An item owned by the Authority which has a value, for example, premises, vehicles, equipment, cash.

Budget

The statement of the Authority's policy expressed in financial terms usually for the current or forthcoming financial year. The Revenue Budget covers running expenses (see also: revenue income and expenditure), and the Capital Budget plans for asset acquisitions and replacements (see also: capital income and expenditure).

Capital income and expenditure

Expenditure on the acquisition of a long-term asset, which lasts normally for more than one year, or expenditure which adds to the life or value of an existing long-term asset.

Capital financing

Funds raised to pay for capital expenditure. There are various methods of financing capital

expenditure including borrowing, leasing, direct revenue financing, usable capital receipts, capital grants, capital contributions, revenue reserves and earmarked reserves.

Cash equivalents

These are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short term cash commitments rather than for investment purposes.

Chartered institute of public finance and accountancy (CIPFA)

The Chartered Institute of Public Finance and Accountancy (CIPFA) is the professional accountancy institute that sets the standards for the public sector. CIPFA publishes the Accounting Codes of Practice for local government.

Code of practice on local authority accounting (the Code)

Based on International Financial Reporting Standards, the Code aims to achieve consistent financial reporting between all English local authorities and National Park Authorities. It is based on generally accepted accounting standards and practices.

Community assets

Community assets are assets that the Authority intends to hold for an unlimited period of time, have no determinable finite useful life and may have restrictions on their disposal.

Contingent liabilities

Potential costs that the Authority may incur in the future because of something that happened in the past.

Creditors

Amounts owed by the Authority for goods and services provided for which payment has not been made at the end of the financial year.

Current value

This is the cost of an asset if bought in the current year.

Debtors

Sums of money due to the Authority but not received at the end of the financial year.

Deficit

Arises when expenditure exceeds income or when expenditure exceeds available budget.

Depreciation

The measure of the wearing out, consumption, or other reduction in the useful economic life of a long-term asset.

Expected return on pension assets

For a funded defined benefit scheme, this is the average rate of return, including both income and changes in fair value but net of scheme expenses, which is expected over the remaining life of the related obligation on the actual assets held by the scheme.

Fair value

The price at which the Authority could buy or sell an asset in a transaction with another organisation, less any grants received towards buying or using that asset.

Financial asset

A right to future economic benefits.

Financial instrument

Any contract that gives rise to a financial asset in one organisation and a financial liability in another.

Financial liability

An obligation to transfer economic benefits.

Finance lease

A lease which transfers all of the risks and rewards of ownership of a long-term asset to the lessee. Where these leases are entered into, the assets acquired have to be included with the Authority's long-term assets in the balance sheet at the market value of the asset involved (see also: operating lease).

Long term assets

Assets that yield benefits to the Authority and the services it provides for a period of more than one year.

Government grants

Grants paid by the Government. These can be for general expenditure or a particular service or initiative.

Historic cost

The cost of an asset when originally bought.

IAS19 retirement benefits

An International Financial Reporting Standard which requires local authorities to reflect the true value of the assets and liabilities relating to the Pension Fund in their financial statements.

Impairment

A reduction in the value of a long-term asset to below its carrying amount in the Balance Sheet. Impairment of an asset is caused either by a consumption of economic benefits e.g. physical damage (fire at a building) or a deterioration in the quality of the service provided by the asset, or by a general fall in prices of that particular asset or type of asset.

Infrastructure assets

Long term assets that are inalienable, expenditure on which is recoverable only by continued use of the asset created. Examples of infrastructure assets are highways and footpaths.

Intangible assets

Intangible assets are non-financial long-term assets that do not have physical substance but are identifiable and are controlled by the Authority through custody or legal rights.

International financial reporting standards (ifrs)

International Financial Reporting Standards (IFRS) are issued by the International Accounting Standards Board. All local authorities apply international accounting regulations when preparing accounts. The Authority's accounts follow these standards where they apply to local authorities.

Investment properties

Assets that the Authority owns but which are not used in the direct delivery of services.

Liability

An obligation to transfer economic benefits. Current liabilities are usually payable within one year.

Market price

This is the price at which another organisation is prepared to buy or sell an asset.

Minimum revenue provision (mrp)

The minimum sum charged to the Authority's revenue account each year to provide for the repayment of loans.

Net book value

The amount at which long term assets are included in the Balance Sheet, i.e. their historical costs or current value less the cumulative amounts provided for depreciation.

Non-distributed costs

These are specific overheads relating to unused assets and certain pension costs for employees' service in previous years. These are not allocated to service departments because they do not relate to the in-year cost of providing the service.

Operating lease

A lease whereby the ownership of the asset remains with the leasing company and an annual rent is charged to the relevant service. The assets involved are not included within the Authority's long-term assets in the balance sheet (see also: finance lease).

Outturn

The actual amount spent in the financial year.

Pension fund

A fund which makes pension payments on retirement of its participants.

Provision

An amount set aside to provide for a liability, which is likely to be incurred, but where the exact amount and the date on which it will arise are uncertain.

Reserves

An amount set aside for a specific purpose in one financial year and carried forward to meet expenditure in future years.

Revenue income and expenditure

Expenditure which relates to day to day expenses, such as salaries and wages, general running expenses and the minimum revenue provision. Revenue income includes charges made for goods and services.

Surplus

Arises when income exceeds expenditure or when expenditure is less than available budget.

Value added tax (vat)

A tax on consumer expenditure, collected on business transactions at each stage in the supply, but ultimately borne by the final customer.

Variance / variation

A difference between budgeted income or expenditure and actual outturn, also referred to as an 'over-' or 'underspend'.

Broads Authority

24 September 2021

Agenda item number 12

Financial performance and direction

Report by Chief Financial Officer

Purpose

This report provides a strategic overview of current key financial issues and items for decision.

Recommended decision

- i. To note the income and expenditure figures.
 - ii. To approve the waiver of Standing Orders for payroll in paragraph 6.1.
-

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1. Introduction

- 1.1. This report covers two items: the Consolidated Income and Expenditure from 1 April – 31 July 2021 and the waiver of Standing Orders for payroll services.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 July 2021

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(4,948,909)	(5,069,400)	+ 120,491

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Operations	1,841,284	1,664,050	+ 177,234
Strategic Services	445,445	553,371	- 107,926
Chief Executive	690,305	622,851	+ 67,454
Projects, Corporate Items and Contributions from Earmarked Reserves	(109,426)	(133,025)	+ 23,599
Net (Surplus) / Deficit	(2,081,301)	(2,362,153)	+ 280,852

2.1. Core navigation income is above the profiled budget at the end of month four. The overall position as at 31 July 2021 is a favourable variance of £280,852 or a 13.49% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £123,540 within toll income:
 - Hire Craft Tolls is £50,704 above the profiled budget.
 - Private Craft Tolls is £71,440 above the profiled budget.
- An underspend within Operations relating to:
 - Construction, Maintenance and Ecology Salaries is under the profiled budget by £14,762 due to the 2% pay rise that was budgeted not being agreed by the National Joint Council (NJC) and the Unions, as well as some vacancies within the team.
 - Equipment, Vehicle and Vessels is under the profiled budget by £64,843 due to delays in the equipment replacements and the availability on the second-hand market.
 - Land Management is over the profiled budget by £13,238 due to delays in receiving income from the Rural Payments Agency.
 - Practical Maintenance is under the profiled budget by £17,123 due to the Breydon replacement piles not being completed in-house and some timing differences on billing.
 - Ranger Services is under the profiled budget by £25,229 due the 2% pay rise that was budgeted not being agreed by the National Joint Council (NJC) and the Unions to timing differences on the launch repairs and maintenance.

- Safety is under the profiled budget by £38,208 due to delays to vehicle replacements. This is where there is a shortage of electronic chips for new vehicles.
- The project pot is under the profiled budget by £16,658 due to timing differences.
- An overspend within Strategic Services relating to:
 - Strategy and Projects in under the profiled budget due to timing differences.
 - Communications is over the profiled budget by £93,342 due to timing differences on the National Park recharges for the UK team.
 - Visitor Services is over the profiled budget by £28,601 due to reduced income as an impact of COVID-19.
- An underspend within Chief Executive relating to:
 - Legal expenditure is under the profiled budget by £12,267 due to timing differences.
 - Governance is under the profiled budget by £17,467 due a drop-in expenditure on postage and stationery due to COVID-19 and some timing differences.
 - Asset Management is over the profiled budget by £10,200 due to an income accrual (£23,000) reversing from 20/21 and the income yet to be received. This is offset by timing differences on the property consultants billing.
 - Finance and Insurance is under the profiled budget by £21,953 due vacancies and timing differences on audit and insurance billing.
 - ICT is under the profiled budget by £21,344 due to timing differences on the infrastructure projects.
- A favourable variance within reserves relating to:
 - Plant, Vessels and Equipment is under the profiled budget due to the delays in equipment replacements.
 - Premises reserve is under the profiled budget due to timing differences on the repairs to How Hill Boatshed.
 - Section 106 is over the profiled budget due to the unpredictable nature of when section 106 monies will require payment.

2.2. The charts at Appendix 1 provide a visual overview of actual income and expenditure compare with both the original budget and the LAB.

3. Latest available budget

- 3.1. The Authority's income and expenditure is monitored against the latest available budget (LAB) for 2021/22. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are set out in Appendix 2.

Table 2

Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2021/22 – deficit (balanced via reserves)	Broads Authority 29/01/21 Agenda item number 8	329,840
Approved budget carry-forwards	Broads Authority 30/04/21 Agenda item number 9	93,392
LAB as at 31 July 2021	n/a	423,232

4. Overview of forecast outturn 2021/22

- 4.1. Budget holders have been asked to comment on the expected income and expenditure at the end of the financial year in respect of all budget lines for which they are responsible. A summary of these adjustments is given in the table below:

Table 3

Adjustments to Forecast Outturn

Item	Amount £
LAB	423,232
Increase in Hire and Private Craft Income	(153,700)
Decrease to investment income to reflect rates	7,500
Increase to Visitor services expenditure for stock	13,500
Increase to Human Resources expenditure for staff cover	41,500
Forecast outturn deficit as at 31 July 2021	332,032

5. Reserves

- 5.1. As in previous years, the Authority's contributions to the reserves have all been made in full at the end of quarter one. This has resulted in some reserves showing increased balances at the end of July. This will reduce as planned purchases take place throughout the year.

- 5.2. The HLF and CANAPE reserve contains the expenditure relating to the projects and are reimbursed in arrears. Both the latest claims are due to be received in September.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2021 £	In-year movements £	Current reserve balance £
Property	(731,379)	(71,795)	(803,174)
Plant, Vessels and Equipment	(345,886)	(95,245)	(441,131)
Premises	(212,245)	(80,980)	(293,225)
Planning Delivery Grant	(227,643)	0	(227,643)
Upper Thurne Enhancement	(164,637)	(18,069)	(182,706)
Section 106	(33,741)	33,620	(121)
HLF	(32,258)	79,161	46,903
Catchment Partnership	(74,677)	(22,417)	(97,094)
CANAPE	(391,323)	212,019	(179,304)
Computer Software	(31,006)	(10,000)	(41,006)
UK Communications Team	(47,659)	10,650	(37,009)
Match Funding	(46,016)	0	(46,016)
Total	(2,338,470)	36,945	(2,301,526)

6. Waiver of Standing Orders

- 6.1. The payroll services contract has remained with Norfolk County Council since 2014 and has been renewed annually since. The request is to waive the Standing Orders for the contract to continue until the end of 2022/23 after which the contract will be retendered. The contract has continued to provide value for money and rates per payslip charged remain competitive. Whilst the annual amount payable remains below £8,000 the increase between this year and next exceeds the 10% delegated to the Chief Executive at 14.5%. Therefore members are requested to approve this waiver.
- 6.2. It is important that any change in payroll provider coincides with the start of the tax year to minimise the impact of mid-year changes with HMRC and payroll software. This will be taken into consideration when the tender is considered early in 2022/23.

7. Conclusion

- 7.1. The forecast outturn position for the year suggests a deficit within the National Park and Navigation budget, which would be balanced through the use of reserves. This would result in a National Park Reserve balance of approximately £725,102 and a Navigation Reserve balance of approximately £626,000 at the end of 2021/22 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 20.3% and Navigation at 16%. Year-end transfers of interest to the earmarked reserves mean it will remain the same due to the very low rates of interest. This will be highly dependent on the level of interest received.
- 7.2. It is important to remember the Navigation reserve is showing a higher balance due to the transfer between National Park and Navigation to fund the cost of the safety package in 2021/22 and 2022/23. If the 2022/23 cost is deducted from the closing balance for 2021/22 then the reserve level would be 12.5%, just above the 10% minimum.

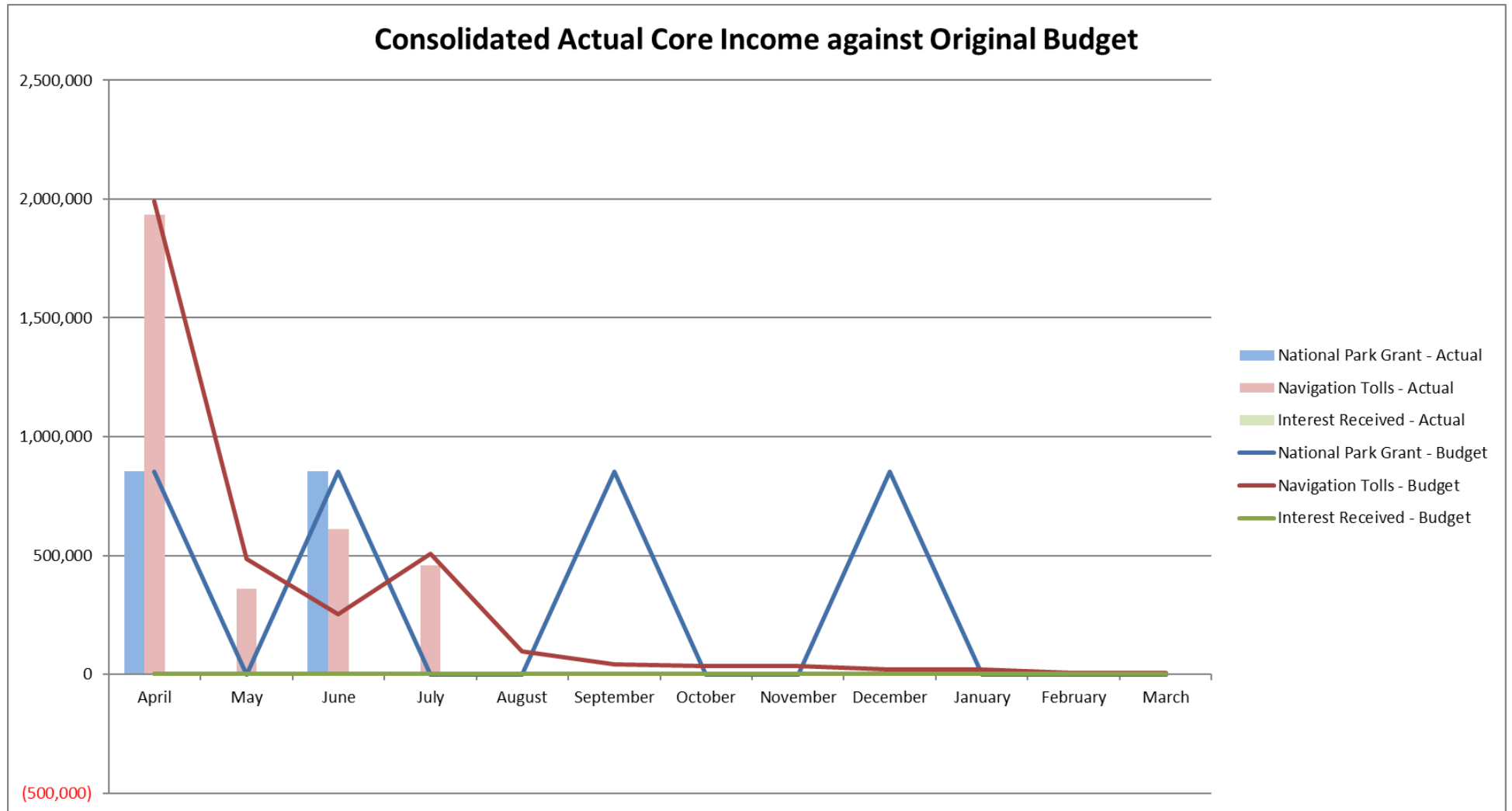
Author: Emma Krelle

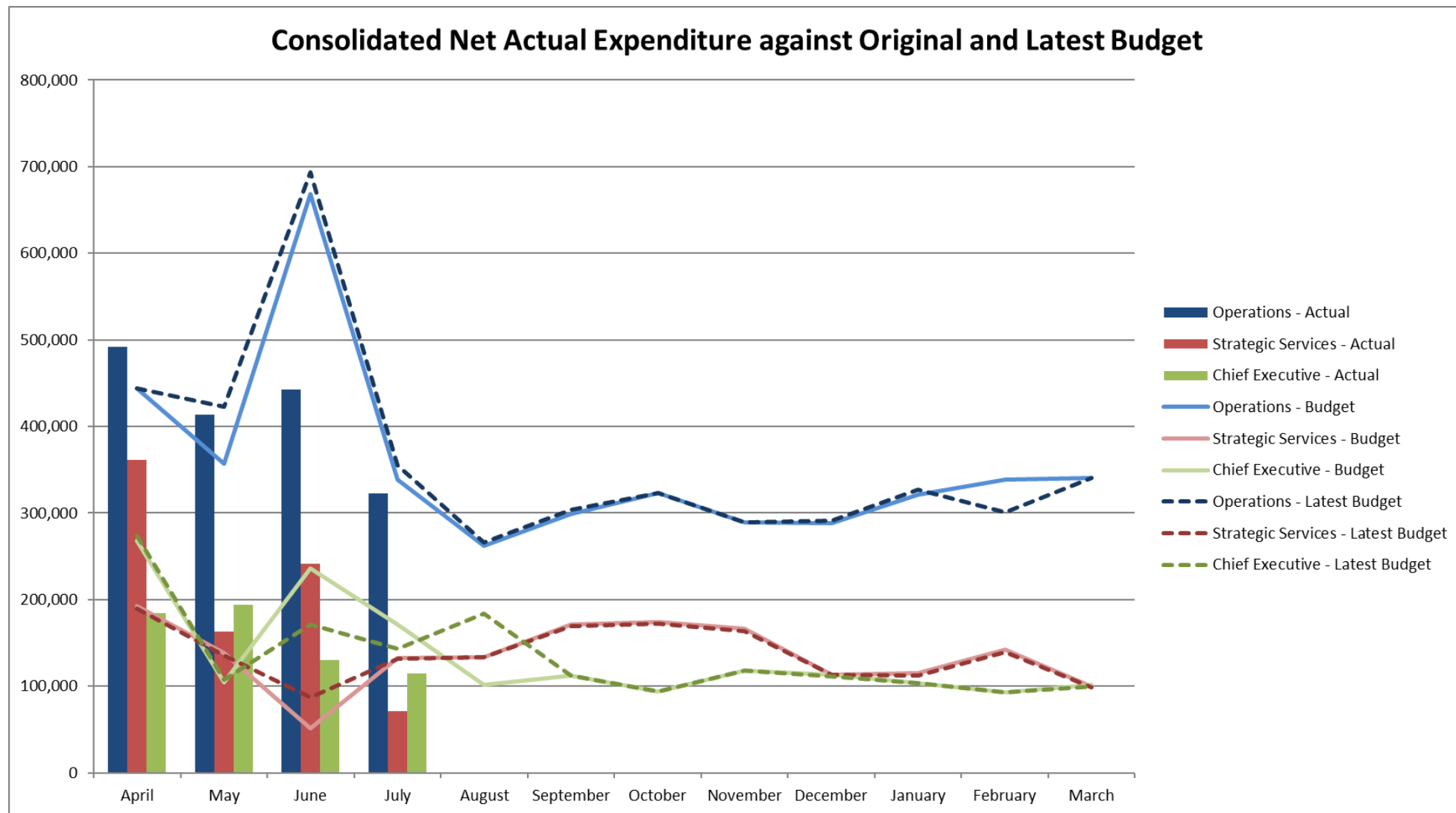
Date of report: 11 September 2021

Appendix 1 – Consolidated actual income and expenditure charts to 31 July 2021

Appendix 2 – Financial monitor: Consolidated income and expenditure 2021/22

Appendix 1 – Consolidated actual income and expenditure charts to 31 July 2021





Appendix 2 – Financial monitor: Consolidated income and expenditure 2021/22

Table 1

Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(6,924,478)	0	(6,924,478)	(7,070,678)	146,200
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0
Hire Craft Tolls	(1,131,000)	0	(1,131,000)	(1,187,700)	56,700
Private Craft Tolls	(2,303,000)	0	(2,303,000)	(2,400,000)	97,000
Short Visit Tolls	(45,000)	0	(45,000)	(45,000)	0
Other Toll Income	(17,900)	0	(17,900)	(17,900)	0
Interest	(13,500)	0	(13,500)	(6,000)	-7,500

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,399,095	85,385	4,484,480	4,356,980	127,500
Construction and Maintenance Salaries	1,331,370	0	1,331,370	1,331,370	0
Salaries	1,331,370	0	1,331,370	1,331,370	0
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	528,400	0	528,400	528,400	0
Income	(8,700)	0	(8,700)	(8,700)	0
Expenditure	537,100	0	537,100	537,100	0
Water Management	98,635	0	98,635	98,635	0
Expenditure	98,635	0	98,635	98,635	0
Land Management	(29,856)	7,885	(21,971)	(21,971)	0
Income	(87,606)	0	(87,606)	(87,606)	0
Expenditure	57,750	7,885	65,635	65,635	0
Practical Maintenance	480,386	77,500	557,886	557,886	0
Income	(11,000)	0	(11,000)	(11,000)	0
Expenditure	491,386	77,500	568,886	568,886	0
Waterways and Recreation Strategy	47,580	0	47,580	47,580	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	0	0	0	0	0
Salaries	38,580	0	38,580	38,580	0
Expenditure	9,000	0	9,000	9,000	0
Ranger Services	1,113,430	0	1,113,430	1,013,430	100,000
Income	(7,000)	0	(7,000)	(7,000)	0
Salaries	840,040	0	840,040	840,040	0
Expenditure	280,140	0	280,140	180,140	100,000
Pension Payments	250	0	250	250	0
Safety	147,520	0	147,520	120,020	27,500
Income	(1,000)	0	(1,000)	(1,000)	0
Salaries	62,070	0	62,070	62,070	0
Expenditure	86,450	0	86,450	58,950	27,500
Premises	223,160	0	223,160	223,160	0
Income	(3,500)	0	(3,500)	(3,500)	0
Expenditure	226,660	0	226,660	226,660	0
Premises - Head Office	258,880	0	258,880	258,880	258,880
Expenditure	258,880	0	258,880	258,880	258,880
Project Funding	62,100	0	62,100	62,100	62,100

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	50,000	0	50,000	50,000	50,000
Pension Payments	12,100	0	12,100	12,100	12,100
Operations Management and Administration	137,490	0	137,490	137,490	137,490
Salaries	128,990	0	128,990	128,990	128,990
Expenditure	8,500	0	8,500	8,500	8,500

Table 3

Strategic Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Strategic Services	1,507,714	15,007	1,522,721	1,577,721	-55,000
Development Management	382,900	0	382,900	382,900	0
Income	(90,000)	0	(90,000)	(90,000)	0
Salaries	415,750	0	415,750	415,750	0
Expenditure	52,600	0	52,600	52,600	0
Pension Payments	4,550	0	4,550	4,550	0
Strategy and Projects Salaries	218,295	0	218,295	218,295	0
Income	0	0	0	0	0
Salaries	151,120	0	151,120	151,120	0
Expenditure	67,175	0	67,175	67,175	0
Biodiversity Strategy	11,270	0	11,270	11,270	0
Expenditure	(11,653)	0	(11,653)	(11,653)	0
Human Resources	22,923	0	22,923	22,923	0
Income	0	0	0	0	0
Salaries	80,940	0	80,940	122,440	-41,500
Expenditure	58,774	8,150	66,924	66,924	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Volunteers	74,190	0	74,190	74,190	0
Salaries	51,070	0	51,070	51,070	0
Expenditure	23,120	0	23,120	23,120	0
Communications	328,105	6,857	334,962	334,962	0
Income	(115,022)	0	(115,022)	(115,022)	0
Salaries	347,750	0	347,750	347,750	0
Expenditure	95,377	6,857	102,234	102,234	0
Visitor Centres and Yacht Stations	240,030	0	240,030	253,530	-13,500
Income	(206,100)	0	(206,100)	(206,100)	0
Salaries	357,280	0	357,280	357,280	0
Expenditure	88,850	0	88,850	102,350	-13,500
Strategic Services Management and Administration	113,210	0	113,210	113,210	0
Salaries	109,860	0	109,860	109,860	0
Expenditure	3,350	0	3,350	3,350	0
Strategy and Projects	0	0	0	0	0
Income	0	0	0	(280,661)	280,661
Expenditure	0	0	0	280,661	-280,661

Table 4

Chief Executive

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Chief Executive	1,604,064	(7,000)	1,597,064	1,597,064	0
Legal	77,500	0	77,500	77,500	0
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	80,000	0	80,000	80,000	0
Governance	295,050	0	295,050	295,050	0
Salaries	169,760	0	169,760	169,760	0
Expenditure	125,290	0	125,290	125,290	0
Chief Executive	123,080	0	123,080	123,080	0
Salaries	120,730	0	120,730	120,730	0
Expenditure	2,350	0	2,350	2,350	0
Asset Management	147,033	0	147,033	147,033	0
Income	(23,000)	0	(23,000)	(23,000)	0
Salaries	46,710	0	46,710	46,710	0
Expenditure	123,323	0	123,323	123,323	0
Finance and Insurance	410,111	(7,000)	403,111	403,111	0
Salaries	170,460	0	170,460	170,460	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	239,651	(7,000)	232,651	232,651	0
Collection of Tolls	152,530	0	152,530	152,530	0
Salaries	141,330	0	141,330	141,330	0
Expenditure	11,200	0	11,200	11,200	0
ICT	398,760	0	398,760	398,760	0
Salaries	201,460	0	201,460	201,460	0
Expenditure	197,300	0	197,300	197,300	0

Table 5

Projects and Corporate items

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Projects and Corporate Items	141,666	0	141,666	141,666	0
Partnerships / HLF	(734)	0	(734)	(734)	0
Income	(609,523)	0	(609,523)	(609,523)	0
Salaries	152,660	0	152,660	152,660	0
Expenditure	456,129	0	456,129	456,129	0
Corporate Items	142,400	0	142,400	142,400	0
Expenditure	19,400	0	19,400	19,400	0
Pension Payments	123,000	0	123,000	123,000	0

Table 6

Contributions from earmarked reserves

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Contributions from Earmarked Reserves	(398,221)	0	(398,221)	(270,721)	-127,500
Earmarked Reserves	(398,221)	0	(398,221)	(270,721)	-127,500

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	(398,221)	0	(398,221)	(270,721)	-127,500

Table 7

Net (Surplus) / Deficit

Row labels	Original Budget (Consolidated) £	Budget Adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast Outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Grand Total	329,840	93,392	423,232	332,032	91,200

Broads Authority

24 September 2021

Agenda item number 13

Beccles Neighbourhood Plan- for adoption

Report by Planning Policy Officer

Purpose

The Beccles Neighbourhood Plan has been examined. The Examiner made some changes to the Plan, and Beccles Town Council made some further minor changes. The Plan was subject to a referendum on 16 September.

Recommended decision

The result of the referendum will be reported verbally to this meeting. If more than 50% voted in favour of the Plan, it will be recommended that the Beccles Neighbourhood Plan be made/adopted.

1. Introduction

- 1.1. The submitted Beccles Neighbourhood Plan was approved by the Broads Authority's Planning Committee in December 2020. This was followed by a statutory publication period between 14 December 2020 and 8 February 2021, in which the Plan and its supporting documents were available to the public and consultation bodies online at [East Suffolk Council – neighbourhood planning](#) and in hard copy at Beccles Town Hall (by appointment only).
- 1.2. During the publication period, representations were received from 28 different organisations/individuals. The representations may be viewed, together with the late representations, via the following links:

[Responses to Beccles Neighbourhood Plan Reg 16 \(excluding late representations\)](#)
[Responses to Beccles Neighbourhood Plan Reg 16 \(late representations\)](#)
- 1.3. These representations were submitted, along with the Neighbourhood Plan and supporting information, to the independent Examiner, Mr Nigel McGurk. The examination was conducted via written representations during March/April (the Examiner deciding that a public hearing would not be required).
- 1.4. Legislation directs that an Examiner considers whether:
 - a) the draft plan meets the [basic conditions of a Neighbourhood Development Plan](#);

- b) the draft plan complies with the definition of a Neighbourhood Development Plan and the provisions that can be made by such a plan;
- c) the area for referendum should extend beyond the neighbourhood area; and
- d) the draft plan is compatible with the Convention rights.

2. The Examiner's Report

- 2.1. The [Examiner's Report on the Beccles Neighbourhood Plan](#) concluded that, subject to amendments (as set out in the report), the Plan can proceed to referendum. The Examiner also concluded that the area of the referendum does not need to be extended beyond Beccles. While it is disappointing that the Examiner did not take forward [the Authority's comments on the Plan](#), the changes proposed by the Examiner seem reasonable and are useful.

3. Referendum

- 3.1. The referendum for the [Beccles Neighbourhood Plan](#) was held on 16 September. As this date is after the deadline for this report, the result will be reported verbally. If more than 50% voted in favour of the Plan, it will be recommended that the Beccles Neighbourhood Plan be made/adopted by the Broads Authority.
- 3.2. It should be noted that, due to the required timings to make decisions on various parts of producing a Neighbourhood Plan, there is not the opportunity to take the result of the referendum to Planning Committee before a Broads Authority meeting. A paper was taken to the [July meeting of the Planning Committee](#) (held before the referendum) to explain this, and the Committee supported this approach. While not the ideal order, this is a pragmatic approach that ensures the Plan is made/adopted in the timeline set by regulations.

4. Next steps

- 4.1. If both the Broads Authority and East Suffolk Council make/adopt the Neighbourhood Plan, it becomes part of the Development Plan for the area. The policies have the same weight as Local Plan policies when making decisions.

Author: Natalie Beal

Date of report: 27 August 2021

Broads Authority

24 September 2021

Agenda item number 14

Code of Practice for members of the Planning Committee and officers

Report by Head of Governance

Summary

The “Code of Conduct for Members on Planning Committee and Officers” (2017) has been reviewed and updated, following the recent adoption by the Broads Authority of a revised Member Code of Conduct. The updated document was presented to the Planning Committee on 10 September, and is attached to this report for members’ attention.

Recommendation

To adopt the revised “Code of Practice for members of the Planning Committee and officers”, subject to any further agreed amendments at today’s meeting.

1. Introduction

- 1.1. Broads Authority officers are in the process of reviewing and updating the Authority’s governance documents. Following the adoption of a revised Member Code of Conduct in July, the supplementary “Code of Conduct for Members on Planning Committee and Officers” (last revised in 2017) has been reviewed and updated to make sure it is consistent with the Member Code of Conduct, other governance documents and the latest planning best practice.

2. Revised code of practice for planning

- 2.1. The updated Planning Code has been retitled as the “Code of Practice for members of the Planning Committee and officers”. Changes include the removal of information already covered in the Member Code of Conduct (such as the declaration of interests) and other governance documents, and minor edits to reflect changes in terminology and to improve the flow and formatting of the document. The updated document with tracked changes is at Appendix 1, and a version with track changes accepted is at Appendix 2.
- 2.2. The updated Code was presented to the Planning Committee on 10 September, and their additional comments are included in the updated document.

2.3. Members' views are invited, with a recommendation that the document be adopted, pending any further amendments agreed by members at today's meeting.

Author: Maria Conti

Date of report: 10 September 2021

Background papers: "Probity in Planning" – LGA (Dec 2019)

Appendix 1 – Code of Practice for members of the Planning Committee and officers – tracked change version

Appendix 2 – Code of Practice for members of the Planning Committee and officers – 'clean' (non-tracked change) version

Code of ~~Conduct~~ Practice for members ~~on~~ of the Planning Committee and officers

(Adopted- ~~September 2021~~ July 2017)

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1. ~~Status of the Code~~Introduction

1.1. The successful operation of the Broads Authority’s planning functions~~system by the Broads Authority~~ relies on mutual trust between its members and officers, and an understanding of ~~members’ and officers’~~each other’s respective roles. It also relies on ~~each ensuring that they~~ each acting in a way ~~which that~~ is ~~not only~~ fair and impartial, ~~but and is also~~ clearly seen to be so.

1.1.1.2. ~~The purpose of this e-aim of the~~ Code of Conduct Practice is to give clear guidance to ~~Broads~~ Authority members and officers ~~who become~~ involved in operating the planning ~~system~~function for the Broads executive area, and ~~to ensure to give the~~ public ~~have~~ confidence that the Authority’s decision-making on planning matters is informed, open and fair. This Code of Practice is supplementary to the Authority’s Member Code of Conduct (see para 1.2 below) and should be read in conjunction with that document.

~~The successful operation of the planning system by the Broads Authority relies on mutual trust and an understanding of members’ and officers’ respective roles. It also relies on each~~

ensuring that they act in a way which is not only fair and impartial but is also clearly seen to be so.

~~This code is supplementary to the Authority's Code of Conduct for Members and the rules on the Declaration declaring disclosable pecuniary and other interests. (Other interests relate to membership of lobby groups, clubs and societies, gifts and hospitality and to toll paying. Once declared the member may still speak and vote on the matter. A Disclosable Pecuniary Interest in a matter requires the member to leave the room while it is discussed.)~~

1.3. Members and officers should also refer to the following guidance:

- ~~• guide on Openness and transparency on personal interests published by the Department for Communities and Local Government, 2013~~
- ~~• For further guidance Members should refer to Probity in Planning issued by the Local Government Association, 2019~~
- ~~• Code of Practice for Planning Decisions (Broads Authority)~~
- ~~• Code of Practice for Planning Consultations (Broads Authority)~~
- ~~• Failure to follow recommendations contained in this Code could be taken into account in investigations into allegations of maladministration and might also indicate a breach of the Members' Code of Conduct.~~

A. Part General guidance Members and officers

2. The rRoles and conduct of members and officers

- 2.1. ~~Members and officers have different, but complementary, roles.~~ The Broads Authority's has a Protocol on Member and Officer Relations ~~which~~ sets out the respective and complementary roles of members and officers, and what they can expect from each other.
- 2.2. Members are expected to follow the Authority's Member- Code of Conduct for Members. It is important to note that failure to follow the recommendations in this Code of Practice may be taken into account in any investigation into allegations of maladministration, and may also indicate a breach of the Member Code of Conduct. Officers, and advisors acting on behalf of the Authority, are expected to follow their appropriate code of professional conduct.
- 2.3. While members will take due note of officer recommendations, ~~but it is~~ it is the members ~~of the Authority~~ who take the decisions (other than where decisions are dealt with under delegated powers). ~~Members In doing so,~~ they must represent the interests of the Broads executive area as a whole. For planning matters, this means, taking decisions based firmly on the policies of the development plan, unless other material considerations indicate otherwise.

3. Development proposals submitted by members and officers

- 3.1. The ~~Broads~~ Authority recognises that development proposals submitted by serving ~~and or~~ former members and officers and their close friends and relations could ~~easily~~ give rise to suspicion of impropriety. ~~It is important to ensure that To avoid this, any such applications proposals will be dealt with in the following way: are handled in a way which gives no grounds for accusations of favouritism:~~
- The Authority's ~~Solicitor and~~ Monitoring Officer will be informed of ~~such the~~ proposals.
 - ~~Such The~~ proposals will be reported to the Planning Committee and will not be dealt with under delegated powers.
 - ~~As part of the report, t~~The ~~Solicitor~~ Monitoring Officer will confirm whether the proposal has been processed in accordance with the usual practice, with a note made on the application file.
 - Serving Authority members ~~of the Authority~~ who act as ~~paid~~ agents for people pursuing a planning matter, or who submit planning proposals in their own right, must play no part in the decision-making process for that proposal.
- Members should ensure that they declare any disclosable pecuniary and other interests (see Section 9 below).
- ~~A member has a Disclosable Pecuniary Interest in their own application (and those made by a spouse, civil partner or partner or another local authority of which they are a member and from whom they receive an allowance) and must withdraw from the meeting. The Members' Code of Conduct also provides that they shall not improperly influence the decision, although this does not prevent them from explaining or justifying the proposal to officers. (For the avoidance of doubt, a member does not have a DPI in an application submitted by a third party just because an authority of which they are a member has commented on it. Similarly, a member does not have a DPI in a matter on which the other authority is seeking the Broads Authority's comments.)~~
 - ~~Members of the Planning Committee who serve on bodies that make, initiate or who are otherwise closely associated with applications to the Planning Committee (or who have family members who do so) must declare that fact and withdraw from the meeting.~~
 - Members and officers who have submitted their own planning applications should refrain from~~not~~ contact or correspondence with members of the Planning Committee in respect of that application, from the submission of the application until the decision notice has been issued.

4. Development proposals submitted by the Broads Authority's own development
- 4.1. ~~Proposals for the Broads Authority's own development will be treated in the same way as those of a private developer. In the interests of openness and taking into consideration the environmental sensitivity of the Broads, there is no provision for delegated approval. The Authority's scheme of delegated powers does not require that any development proposal by the Broads Authority must be determined by Planning Committee, but for reasons of transparency and openness such applications would usually be referred to the Committee under the Director's discretion provisions in the scheme of delegated powers.~~
5. Consideration of proposals by another committee of the Authority
- 5.1. A planning proposal may be discussed at another committee of the Broads Authority, such as the Navigation Committee or the full Authority, before the application comes to the Planning Committee. In such cases, members sitting on another committee of the Authority at which a planning application is under discussion should avoid unqualified expressions of support or opposition that might lead a fair minded and informed member of the public to think a member has already made up their mind before the application comes to the Planning Committee (see section 14 below on predisposition, predetermination and bias). If a members do wishes to participate and vote at the full Authority or the Navigation Committee another committee and at Planning Committee, Members they must declare at full the other committee that: Authority and the Navigation Committee
 - (i) ~~(a) That t~~They understand ~~that~~ they are considering the proposals within the remit of the ~~full Authority or the Navigation Committee~~ other committee and not coming to a decision on all, ~~nor even or~~ necessarily any, of the matters ~~which that~~ are material to a planning application.
 - (ii) ~~(b) Notwithstanding participating on in debate or voting at full the other committee Authority or the Navigation Committee~~ they will, when the matter comes before the Planning Committee, consider any planning application afresh, ~~taking account of and take into account~~ any representations for and against the proposal in the light of up to date circumstances.
- 5.2. Any member ~~who is~~ unable to consider the proposal afresh at the Planning Committee should withdraw from the meeting when the item is considered ~~at the Planning Committee meeting.~~
- ~~4.3 — More general advice on predetermination and bias is contained in paragraph 14.~~
6. Pre-application and post-application discussions
- 6.1. Discussions between developers and the Authority can be of considerable benefit, and are encouraged by government. Applicants may also organise their own form of

consultation, to which members may be invited. ~~In such circumstances, the~~ following guidelines should be followed.

6.2. Where a ~~planning~~ application has **not** been submitted:

- (i) Members should refer those who approach them for planning, procedural or technical advice to officers.
- (ii) Exceptionally, and generally only in the case of major applications raising significant issues, it may be appropriate for members to be involved in an application prior to its submission. Minutes should be taken of any meeting with a member, and the minutes attached for committee. Such involvement will be limited to:
 - a. Public exhibitions or public meetings. Members should not, ~~however,~~ attend a planning presentation without ~~requesting~~ asking an officer to be present.
 - b. Committee site visits as part of the pre-application process.
 - c. (Very exceptionally) private meetings between the applicant and the Authority or third parties. ~~However, members~~ Members should be accompanied by the relevant officer and not attend such meetings alone.

(iii) In the case of all such meetings:

- a. ~~The A member's~~ remit ~~of members~~ and the purpose of their involvement is to identify issues and understand local concerns, and this should be made clear.
- b. ~~A member~~ Members must maintain an impartial listening role and avoid expressing an opinion or giving advice beyond outlining adopted planning policies.
- c. Any discussion should not develop into negotiations, and it must be made clear that they are not part of the determination process.
- d. Discussions should not touch on commercially sensitive or confidential information, bearing in mind the need for transparency and the requirements of the Freedom of Information Act.
- e. Officers of appropriate seniority should attend, and make written notes of the proceedings ~~should to~~ be kept on file; and
- f. ~~A member's~~ involvement should, wherever possible, be authorised by the Planning Committee, and their involvement recorded in any subsequent committee report.

6.3. Where a ~~planning~~ application **has** been submitted:

- (i) ~~Following the submission of a planning application, A~~ member's involvement prior to consideration at Planning Committee will be limited to public meetings and committee site visits ~~(-referred to in paragraph 5.2-i) (a) and (b) above).~~
- (ii) If approached, ~~a~~ members should advise the applicant(s) to contact the Planning Officer for further guidance.
- (iii) In the case of meetings between the ~~developer applicant~~ and Planning Officer(s):
 - a. ~~The Officers-officer(s)~~ should clarify at the outset that discussions will not bind the Authority to making a particular decision.
 - b. No views will be expressed on the outcome of the application, since not all information will be to hand ~~and, neither will~~ consultation will not have taken place.
 - c. Advice should be consistent and based on the development plan and material considerations.
 - d. Advice should be, and be seen to be, impartial.
 - e. A written note should be made by the officer(s) of all meetings and telephone discussions.
 - f. ~~The officer(s) should meet a~~ Applicant(s) ~~should be met~~ on Authority premises, except other than in exceptional cases ~~and other than or~~ for site familiarisation purposes.

6.4. Members should not seek to influence or put pressure on officers to support a particular form of action.

6.5. These guidelines also apply ~~also~~ to meetings to discuss planning applications or development proposals called by third parties, including attendance at parish council or other public meetings.

6.6. Generally, members should not say anything that gives the appearance they have made up their mind on an application (see section 14 below). They should not accept any hospitality offered by the applicant or other interested party at a public meeting or public exhibition unless it is also offered to the public at large- (see sections 15 and 18 below).

7. Decisions contrary to officer recommendations and/or the development plan

7.1. The law requires that where the development plan is relevant, decisions should be taken in accordance with it unless material considerations indicate otherwise.

7.2. All applications that are not in accordance with the development plan must be advertised as a departure in accordance with statutory procedures.

~~7.2.7.3.~~ If it is intended to approve such an application, then:

- material considerations must be clearly identified;
- reasons for overriding the development plan must be clearly demonstrated in the committee report; and
- referral to the Secretary of State ~~should be~~ may be necessary ~~considered,~~ depending upon the relevant type and scale of the development proposed (section 77 of the Town and Country Planning Act 1990).

~~7.3.7.4.~~ If the Planning Committee takes a decision contrary to the officers' recommendation:

- ~~• a detailed minute of the reasons for the contrary decision should be made and kept on the application file;~~
- ~~• the officer should have the opportunity to explain the implications of the contrary decision;~~
- the reasons for the contrary decision ~~refusal~~ should be clearly set out by the ~~Planning C~~committee and agreed at that committee meeting before a vote is taken;
- the officer should have the opportunity to explain the implications of the contrary decision;
- appropriate conditions should be clearly set out and agreed at that committee meeting, before a vote is taken;
- the ~~Solicitor~~ Monitoring Officer or their representative should ensure that procedures have been properly followed; and-
- a detailed minute of the reasons for the contrary decision should be made and kept on the application file.

~~7.4.7.5.~~ In the case of applications where ~~there are adverse policy implications, when~~ new issues of material consideration are raised on the day of the committee meeting, or if there is a concern about the validity of the reasons for a contrary decision, or if members are under undue pressure, the application may be deferred at the Chair's discretion ~~-of the Chair of the Committee. This will~~ to allow time to compile additional advice to members ~~to be compiled.~~

B. ~~Part~~ Guidance for mMembers

8. Training

- 8.1. All members of the Planning Committee are required to participate in training on the planning system as it applies in the Broads executive area. This training must be

completed as soon as possible after a member's ~~their~~ appointment, and before they ~~serve serving~~ on the committee.

- 8.2. Regular update ~~briefings training~~ will be ~~provided~~ undertaken by all members as ~~appropriate~~ at least once a year.

9. Registration and declaration of interests

- 9.1. ~~The provisions of the Members~~ Member Code of Conduct for Members sets out ~~provisions, including those~~ relating to the declaration of disclosable pecuniary interest (DPI) and other interests ~~are Here.~~ All matters required to be recorded in the Register of Interests relating to a matter before the Planning Committee must be disclosed to the meeting. There is an opportunity to declare interests at the start of each meeting.

- 9.2. ~~Under that Code, members who serve on bodies that make, initiate or are otherwise closely associated with applications to that committee (or who have family members who do so) must declare that fact and withdraw from the meeting. The member must not improperly influence the decision, although this does not prevent them from explaining or justifying the proposal to officers. For the avoidance of doubt, a member does not have a DPI in an application submitted by a third party just because an authority they are a member of has commented on it. Similarly, a member does not have a DPI in a matter on which the other authority is seeking the Broads Authority's comments.~~

- 9.1.9.3. ~~The publication~~ Probity in Planning ~~issued by the~~ (LGA, 2019) also has detailed further guidance on the registration and disclosure of interests, including a flowchart ~~to assist members~~ on what to disclose and the extent of any further involvement once ~~they have made such~~ a declaration is made.

- 9.2. ~~All matters required to be recorded in the Register of Members Interests relating to an agenda item before the Planning Committee must be disclosed to the meeting. There will be an opportunity to declare interests at the start of each meeting.~~

- 9.3. ~~A member who has a Disclosable Pecuniary Interest must:~~

- 9.4. (a) ~~Withdraw from the room whenever it becomes apparent that the matter is being considered at that meeting, unless the member has obtained a dispensation from the Monitoring Officer.~~

- (b) ~~Not seek improperly to influence a decision about that matter.~~

- 8.4 ~~A member who has a Disclosable Pecuniary Interest in a matter may, provided that it is in accordance with the public speaking arrangements and provided that there is no discussion of the matter, make a statement before withdrawing from the room.~~

10. Delegated decisions

- 10.1. Any member of the Authority ~~Members~~ may request, within 7-21 days of receipt of the schedule of the ~~publication of the Authority's weekly list of~~ planning applications, that any application ~~with a wider public interest be~~ is placed before the Planning

Committee for a decision. In such cases, the member must provide appropriate planning reasons in writing.

11. Lobbying ~~of and by members~~

11.1. Lobbying of and by members is a normal and perfectly proper part of the ~~political~~ democratic process. However, lobbying can lead to a member's ~~the~~ impartiality and integrity ~~of a member~~ being called into question. If a member is approached by planning applicants, objectors or supporters, they should:

- listen, but not express views or opinions on any application, nor negotiate;
- refer the lobbyist to a professional officer, or meet the lobbyist in the presence of an officer;
- notify an officer of the lobbying approach and the summary of any discussions;
- If ~~Members~~ the member receives any correspondence on an application between the agenda being published and the items being considered at committee, they should forward ~~this~~ it to the relevant officers, in case the officers ~~have not been made aware~~ are ~~aware~~ of the content of the correspondence;
- confirm they will only be able to take a decision after having heard all the relevant evidence and arguments at committee;
- in any reply to correspondence ~~a letter~~ either supporting or opposing an application, explain their neutral position and pass any relevant written information to officers for the file;
- before speaking at committee, declare any lobbying approaches, attendance at an informal site visit or a meeting on an application or other planning issue in the company of an applicant or consultee;
- if ~~a member has~~ they have gone public in support of a particular outcome or campaigned actively for it, recognise that they may well have pre-determined the issue and should withdraw from discussion of the item (see section 14).

11.2. ~~In addition, members~~ Members ~~shall~~ should not put pressure on officers for a particular recommendation.

11.3. Members should not ~~themselves~~ become a member of, lead or represent an organisation whose primary purpose is to lobby to promote or oppose planning proposals, unless it is the member's intention to openly campaign on the matter and to step away from consideration of the matter at Planning Committee. This does not prevent members joining general interest groups that reflect their area of interest and that concentrate on issues beyond particular planning proposals (e.g. a Wildlife Trust or local civic society) but members ~~they~~ should ~~seek to~~ disclose that interest on the grounds of transparency where the organisation has made representations on a particular proposal.

11.4. If a member speaks on behalf of a lobby group or as a campaigner (for example on a proposal within their ward) at a decision-making committee, they should withdraw from the meeting once the public or ward member speaking opportunities have been completed.

12. Public speaking

- 12.1. Public speaking at Planning Committee ~~will be~~ allowed in accordance with the agreed ~~protocol~~ Public Speaking Scheme (As set out in (Appendix 1). The Scheme ~~Public Speaking at Planning Committee~~ does **not** apply to enforcement matters, applications dealt with under delegated powers, consultations or policy matters ~~or consultations.~~
- 12.2. At the start of each meeting, the Chair ~~should will reiterate~~ outline the ~~procedures and guidelines to be applied for~~ public speaking process.
- 12.3. Members should not allow ~~members of~~ the public to communicate with them during committee proceedings, other than through the agreed protocol, as this may give the appearance of bias. This includes the use of mobile or other electronic devices. ~~for communicating during meetings.~~

13. Committee site visits

- 13.1. ~~A c~~Committee site visits will be held if there is a significant ~~where the expected benefit is substantial in doing so.~~ Reasons ~~could may~~ include where the impact of the proposed development ~~being is~~ difficult to visualise, where ~~comments of the~~ applicant and objector comments cannot be expressed adequately in writing and a site visit would ~~show demonstrate to the public or the applicant~~ that members have listened to their arguments, or where the proposal is particularly contentious. The reason for holding a site visit will be included in the committee minutes ~~sd~~.
- 13.2. The decision to hold a site visit is at the committee's discretion, and visits ~~Site visits will be~~ held in accordance with the agreed protocol (Appendix 2).

14. Regular review of decisions

- 14.1. The Planning Committee will regularly ~~review decisions to ensure quality and consistency of decision-making across a range of categories of applications. The committee will subsequently decide whether there is a need to review any policies or practices.~~ receive a list of delegated decisions, quarterly statistics on performance and, results of the annual customer satisfaction survey, as well as the regular updates on appeals and enforcement. Members will also have the opportunity to carry out site visits of implemented planning permissions. This information will assist members to refine their understanding of the impact of their decisions, and to help the discussions on planning policy which will be presented to them, in particular as part of the work for the reviews of the Local Plan for the Broads.

15. ~~Predisposition, p~~Predetermination, ~~predisposition~~ and bias

- 15.1. ~~14.1~~ — Members are entitled to have and express their own views, as long as they are prepared to reconsider their position in the light of all the evidence and arguments, giving what they feel is the right weight to those material considerations. They must not give the impression that their mind is closed before the matter is considered by the decision-making committee.
- 15.2. It is not a problem for ~~councillors a member~~ to be predisposed ~~(as opposed to predetermined)~~ in respect of a particular planning matter. ‘Predisposition’ is where a member holds a preliminary view ~~in favour of~~ or against an issue, such as an application for planning permission, but ~~they have~~ has an open mind to the merits of the arguments before they make the final decision at the committee meeting. This includes having ~~formed~~ a preliminary view about how they are likely to vote before ~~they attend~~ the meeting, ~~and/or~~ expressing that ~~preliminary~~ view publicly. ~~They may even have been elected specifically because of their views on this particular issue.~~
- 15.3. On the other hand, ‘predetermination’ or bias can lead to problems. ~~It occurs~~ This is where a member is closed to the merits of any arguments relating to a particular issue, such as an application for planning permission, and decides on the issue without taking ~~them~~ the evidence and arguments into account. This could lead to a challenge to the decision made through a judicial review application to the courts.
- 15.4. Members must not even appear to have already decided how they will vote at the meeting, ~~such~~ so that nothing will change their mind. This impression can be created in a number of ~~different~~ ways, such as quotes ~~given into~~ the press, comments to officers, ~~and or~~ what they have said at meetings or written in correspondence.
- 15.5. ~~Rarely will m~~Membership of an organisation, such as a national charity, will rarely amount to predetermination or bias on its own, unless the organisation ~~it~~ has a particular vested interest in the outcome of a specific decision that a member is involved in making. Members should also refer to the Code of Conduct relating to the declaration of interests for guidance.
- 15.6. There is an important difference between those members ~~who are~~ involved in taking a decision and those members ~~who are~~ seeking to influence it, as the latter. ~~This is because members who are not involved with taking a decision~~ are generally free to speak about how they want that decision to go. When considering whether there is an appearance of predetermination or bias, members ~~who are~~ responsible for making the decision should apply the following test: Would a fair-minded and informed observer, having considered the facts, decide there is a real possibility that the member had predetermined the issue or was biased?
- 15.7. ~~However, w~~When applying this test, members ~~they should remember that it is legitimate for a member to be predisposed towards a particular outcome on the basis of their support of a general policy, even giving a view. This is as long as they are prepared to be open minded and consider the arguments and points made about the~~

~~specific issue under consideration and have not committed themselves to voting a particular way. Members should be aware that tshould be aware of here can be a the~~
fine line between being predisposed, and being predetermined or biased,
~~predisposition and predetermination,~~ and should exercise caution and ~~be clear in~~
expressing themselves clearly where they are predisposed. Appendix 3 ~~sets out gives~~
examples of the different circumstances in which predetermination and bias ~~can may~~
arise.

~~15.8. In conclusion, members are entitled to have and express their own views, as long as they are prepared to reconsider their position in the light of all the evidence and arguments, giving what they feel is the right weight to those material considerations. They must not give the impression that their mind is closed.~~

16. Gifts and hospitality ~~(Members)~~

16.1. ~~Members should refer to the The~~ Member Code of Conduct for guidance on the receipt of gifts and ~~requires any member receiving any gift or hospitality over the value of £50 in their capacity as a member to register the details within 28 days with the Monitoring Officer.~~

16.2. ~~A member should treat with extreme caution any offer or gift, favour or hospitality which is made to a Member personally. In this respect the person or organisation making the offer may be doing, or seeking to do, business with the Authority, or may be applying to the Authority for planning permission or some other kind of decision. Gifts or hospitality includes any opportunity to acquire goods or services at a price or on terms at which they are not readily available to the general public. Members should avoid placing themselves in situations where the impression could be gained that this is taking place.~~

C. Part Guidance for ~~o~~Officers

17. ~~Officer r~~Reports to committee

17.1. To ensure adequate consideration of the issues, consistency of decision-making, clarity of reasoning behind the recommendation and public confidence, the following information should be contained in reports to the Planning Committee:

- accurate information, with representations by consultees adequately summarised;
- a clear explanation of the development plan, site or related history and other material considerations;
- a technical appraisal that clearly justifies the recommendation;
- a full justification of material considerations if the recommendation is contrary to the development plan;
- a written recommendation of action.

17.2. ~~Oral~~ Verbal reporting (except to update a report) should be ~~extremely~~ rare and carefully ~~minuted~~ recorded in the meeting minutes when it does occur.

18. Complaints and record keeping

18.1. Every planning application file must contain an accurate account of events throughout its life. Particular care ~~needs to~~ must be taken with applications determined under ~~officers' powers~~ delegated to officers. ~~powers.~~ The principles of complete and accurate record keeping apply equally to enforcement and development plan matters. All files are stored electronically.

18.2. Complaints will be fully investigated in accordance with the Authority's ~~adopted~~ complaints process, which is outlined on our website at: [How to complain \(broads-authority.gov.uk\)](https://www.broads-authority.gov.uk) ~~protocol.~~

19. Gifts and hospitality ~~(officers)~~

19.1. Officers should treat with caution any offer of a gift, favour or hospitality, or any other benefit, to themselves or a family member made by an organisation or member of the public with whom they have dealings in the course of their work. Officers should refer to the Code of Conduct for Employees, or to the Head of Human Resources, for further advice. ~~Officers must refuse offers of hospitality from people with an interest in a planning proposal. The only exception is in respect of offers of token hospitality (such as non-alcoholic beverages with or without biscuits) that are part of usual social courtesy. Any offers shall be recorded within 28 days in accordance with arrangements made by the Monitoring Officer.~~

~~19.2. An officer must refuse any offer or gift, favour or hospitality which is made to an Officer personally. In this respect, the person or organisation making the offer may be doing, or seeking to do, business with the Authority, or may be applying to the Authority for planning permission or some other kind of decision. Gifts or hospitality includes any opportunity to acquire goods or services at a price or on terms at which they are not readily available to the general public. Officers should avoid placing themselves in situations where the impression could be gained that this is taking place.~~

Public Speaking Scheme at Planning Committee

The Public Speaking Scheme

Introduction Purpose

The purpose of the Public Speaking Scheme at the Authority's Planning Committee relates is to allow applicants and objectors to speak in support of, or objection to, a planning proposal being considered by the committee.

The views of County and District Councils, Parish Councils and the Highway Authority will be reported to the Planning Committee when received in time for the agenda. Parish Councils and Ward or Division members of District Councils and the County Council may also address the Planning Committee as part of the Public Speaking Scheme.

The Scheme applies to matters where the Broads Authority is the decision maker, and not where the Authority is asked to respond as a consultee to a proposal.

The scheme does not apply to enforcement matters ~~(because these do not involve any public consultation as such), nor to~~ applications where the proposal is dealt with or refused under delegated powers ~~or if the proposal is refused under delegated powers, The scheme also does not apply to consultations or planning policy matters or consultations eg: such as the Local Plan for the Broads/ Development Plan.~~

Objecting to an application Making an objection

While it is not essential, objectors to applications are encouraged to follow the ~~process~~ssure of making formal written submissions, which can then be referred to in reports ~~submitted~~ to the Planning Committee. ~~In addition, the An~~ opportunity ~~also~~ to speak in front of the committee is also available if a formal objection has previously been made.

It is important to stress that there ~~will be~~is no disadvantage to objectors who ~~prefer not to, or are unable to, do not~~ present their objection in person in front of the committee. Planning officers will ~~make sure~~ensure that all objections received are ~~fairly~~ reported fairly, and members will fully consider ~~take~~ the matters raised ~~fully into consideration~~ when making a decision.

Other authorities

~~The views of County and District Councils, Parish Councils and the Highway Authority will be reported to the Planning Committee when received in time for the agenda.~~

~~Objectors include individuals, interest groups and organisations. Parish Councils and Ward or Division members of District Councils and the County Council are also able to address the~~

Planning Committee as part of the public speaking procedure.

Supporting an application

~~Either the applicant or their agent (but not both) and supporters will have~~ the opportunity to speak at the meeting ~~in support of the application to speak. Any other supporters are asked to share the applicant's allotted speaking time.~~ Applicants are ~~however also~~ encouraged to work with the Planning Case Officer to ~~ensure make sure~~ sufficient information has been submitted in advance to ~~enable allow the~~ Planning Committee to make a fully informed decision.

~~Making a presentation~~ Speaking at committee

It is the responsibility of objectors and the applicant ~~/agent~~ to contact the Planning Case Officer to follow the progress of the application, and arrange to attend the ~~relevant committee~~ meeting at which the application is being considered. Progress on applications, together with ~~committee the~~ agendas and reports, ~~to the Authority's committees are made available on the~~ can be viewed on the Authority's website at <https://www.broads-authority.gov.uk/about-us/committees>. ~~www.broads-authority.gov.uk~~

~~It is helpful if a~~ request to speak ~~should be~~ made to the ~~Committee Secretary~~ Governance team as soon as possible, ~~and at the latest prior to the commencement of the meeting, (Preferably at the latest by 3.00pm the day before the meeting).~~ The ~~Committee Secretary~~ Governance team will notify the committee Chair~~man~~ and the Planning Case Officer of the request. As noted above, objectors are encouraged to submit a formal written submission.

~~To be taken into account, a~~ Any additional ~~comments or~~ material on any applications or Enforcement Matters must be received ~~a minimum of at least 3 three~~ days before the meeting, otherwise ~~they it~~ will not be taken into account. This is to give members sufficient time to consider all relevant information. However, this does not ~~preclude prevent~~ those who have registered to speak from making the points within their allotted time for public speaking. ~~Any~~ correspondence for members concerning an application before the committee must also be addressed to the Planning Case Officer ~~in order so they can provide~~ at professional advice ~~can be provided to Members members. A f~~ Failure to follow this procedure process may result in items ~~in the future either~~ being deferred or ~~for~~ late information ~~to be being~~ discounted.

~~A table Space will be~~ set aside ~~within in~~ the meeting room ~~to enable for~~ speakers to address the meeting. ~~At the beginning of the consideration of the planning applications, I the Chairman will ask all members of the public who wish to speak to come up to the public speaking desk space at the beginning start of the presentation on f the relevant application. The Chair may c~~ Consideration ~~can be given to~~ changing the order of the agenda ~~items if this is helpful~~ in cases of exceptional public interest.

~~Any person exercising the right to speak under the scheme will have the opportunity to speak~~ Public speaking will begin immediately after the Planning Officer's full presentation, at which they will describe the proposal and site location, outline responses received, give

policy guidance and make an overall assessment of the proposal with a recommendation to the committee. of the relevant planning application by the Planning Officer.

Representations will then be heard in the following order:

- ~~• Planning Officer provides description of application, responses received, full assessment with recommendation~~
- Parish Councillors (5 minutes)
- Objectors (total of 5 minutes)
- Applicant/agent/supporters (total of 5 minutes)
- Ward or Division Councillors (5 minutes)

~~Discussion and consideration of decision~~

~~Objectors and applicants addressing the committee will be expected to make their presentations within a maximum of 5 minutes. Any eExtensions to the time limit for all speakers is at the discretion of the Chair. of time will be agreed with the Chair beforehand.~~

~~Any speaker Facilities are available for persons exercising the right to speak to who wishes to show slides or make a visual presentation to the Planning Ccommittee, however, it is necessary to notify the Committee Secretary of this must notify the Governance team by 3.00pm on the previous day to see whether so that the arrangements can be made for the necessary equipment can be made to be available, and the presentation is in an accessible format. If the information is available in a form other than as a PowerPoint or a Word file it may not be possible to view it, so it is essential that contact is made with the Committee Secretary.~~

If there are several objectors, they should agree beforehand on sharing or delegating their time. This also applies to the applicant, agent and any supporters. The Chair will try to make sure points are not repeated. If there are exceptional circumstances of public interest, the Chair has discretion to increase the time allocated.

With the Chair's permission, members or officers will be allowed additional time to ask questions of the objector and the/or applicant, agent and supporters -only to seek clarification about the points raised only. This will be additional time to that allocated for public speaking ~~and should only be used to seek clarification on the point being made, not for the purpose of facilitating speaking.~~

Speakers ~~will are not be~~ allowed to question other speakers, members or officers. The Planning Officer will respond to comments and members' questions ~~where required.~~

Deferral

If new evidence is brought to the committee that could significantly affect or influence a decision, it may be necessary to defer consideration of the application to a subsequent meeting to allow for members and officers to make a full assessment of the case.

Appendix 2 - ~~Broads Authority~~ — Protocol at Planning Committee site visits

Selection of site visits

Planning Committee site visits ~~are used as one means of ensuring that~~ are one way to make sure- members ~~have get~~ sufficient information about ~~the a~~ site and ~~the~~ surrounding area to reach a decision on a particular application. The ~~visitsy~~ are used selectively as fact-finding exercises (similar to Planning Inspector site visits) to supplement officer reports and other information. They may not be appropriate where matters of fundamental planning policy are involved and there are no significant other material considerations. ~~As information gathering exercises, t~~ They are not formal committee meetings, ~~and~~ and no decisions or recommendations are made at them.

The decision to hold a site visit is at the committee's discretion, ~~and~~ Site visits may be appropriate where:

- Officers recommend a ~~site~~ visit because of specific aspects of the application;
- The issues are finely balanced and member assessment and judgement can only be concluded by a site inspection;
- The details are complex, ~~or~~ the impacts on neighbour amenity or the wider landscape are difficult to envisage other than by site assessment;
- It is beneficial ~~expedient~~ in the interests of local decision-making to demonstrate that all aspects of a proposal have been considered on site.

Determination of the ~~great~~ majority of applications does will not involve ~~the holding of~~ a site visit.

Member attendance

All Planning Committee members are invited to attend site visits and are ~~urged encouraged~~ to do so wherever possible. Members ~~will be are~~ sent details of the visit in advance, including a site location map. Members who attend the site visit but not the committee meeting where the application will be considered are invited to send any comments ~~that they may have~~ to the Administrative Governance Officer before the ~~prior to the Committee committee~~ meeting.

~~Site visit d~~ Dates and times

Site visits are normally held ~~These are published in advance and are normally~~ two weeks before a Planning Committee meeting, starting at 10am. ~~The first site visit is normally scheduled for 10am~~

~~Invitations to Site Visits~~ Other attendees

In addition to ~~Committee~~ members, the following ~~people will be are~~ invited to the site ~~meeting visit~~ in a consultative capacity:

- a representative from the Parish Council;

- the local District Council member;
- a representative from the Broads Society (as an observer).

The applicant's agent is notified of the proposed date and fact-finding nature of the visit, and permission is requested for access to the land, ~~informing them of the fact-finding nature of the visit.~~

Conduct at site visit

The procedure at a site visit ~~proceeds is~~ as follows:

- (i) The Chair welcomes those attending, reminding them ~~stressing~~ that the site visit is for fact finding only; no decision will be made on site, and the application will be considered for determination at a future committee meeting. The aim of the visit is not to debate the issues, but to make sure all participants are satisfied that members have seen all the appropriate details of the site and its surroundings. ~~He/she~~ The Chair should will remind members of the ~~issues points~~ in the 'Notes for members' section below.
- (ii) Apologies are noted.
- (iii) The Planning Officer describes the application giving details of the site, the development proposed and any updated information. ~~He/she should~~ They will show and explain any relevant drawings, and pay particular attention to the context of the site in the Broads area.
- (iv) Comments from other officers are invited, where appropriate, including:
 - County Council (Highways) Officer;
 - Other Broads Authority officers ~~if present~~, e.g. Ecologist.
- (v) Questions from ~~Broads Authority~~ Planning Committee members are invited.

Note: At the Chair's discretion the applicants, other invitees or third parties may be asked to provide factual information concerning about the application, but will not be invited to 'put their case'. Representations s in support of or objection to the application should be made in writing to the Authority.

- (vi) ~~opportunity for members and others~~ Attendees ~~to~~ walk around the site as a group, if ~~considered~~ necessary. At each stop, the Chair ~~man should will~~ ask if everyone is satisfied that all appropriate factual matters have been seen. ~~;~~
- (vii) The Chair ~~man~~ concludes and closes the meeting visit by reminding ~~the~~ group attendees when the application will ~~he be~~ heard by the Planning Committee (if known) and when public speaking will be in operation. ~~;~~

The Chair ~~man~~ may ~~wish to~~ ask whether anyone (other than the applicant) wishes to refer to any points which that require clarification before the committee meeting.

A summary note of the site ~~meeting visit~~ is taken on the day and included with the agenda papers for the relevant committee meeting. The note is also available on the public record of the application.

Notes for members:

- In view of the fact-finding nature of the site visit, members should be as impartial as possible before, during and after the ~~site~~ visit.
- ~~When moving round a site, members and other participants should keep together as one group~~ while moving around a site.
- Members should avoid discussing the application with applicants /agents or, — objectors ~~etc.~~ before, during or after ~~a the~~ site visit. If members wish to ask questions of any party, this should take place only when the whole group is present.
- Members should politely deflect any attempts at lobbying, by suggesting that comments ~~should be~~ put in writing to the Authority or ~~that the points should be~~ made during public speaking at the Planning Committee.
- Any member wishing ~~Members are encouraged to attend official site visits, but where this is not possible and individuals wish~~ to view a site outside an organised site visit should do so only at another time, they are advised to do so only from public vantage points, and should not ~~to~~ enter into discussions with applicants /agents within the site.

Appendix 3 - Predetermination and bias - examples

Predetermination and bias ~~can~~may arise in a number of ways, including those set out below. :

Connection with someone affected by a decision

This sort of bias particularly concerns administrative decision-making, where the Authority must take a decision that involves balancing the interests of people with opposing views. It is based on the belief that the decision-making body cannot make an unbiased decision, or a decision that objectively looks impartial, if a member serving on it is closely connected with one of the parties involved.

Improper involvement of someone with an interest in the outcome

This sort of bias involves someone who has, or appears to have, inappropriate influence in the decision being made by someone else. It is inappropriate because they have a vested interest in the decision.

Prior involvement

This sort of bias arises because someone is being asked to make a decision about a matter ~~issue with which~~ they have previously been involved with. This may be a problem, for example, if ~~the second decision is a formal appeal from the first decision, so that someone a member~~ is hearing an appeal on a matter on which they have previously expressed a view ~~from their own decision~~. However, if ~~it is just a case of the member person in question is just being~~ required to reconsider a matter in the light of new evidence or representations, it is unlikely to be unlawful for them to participate.

Commenting before a decision is made

Once a lobby group or advisory body has commented on a matter or application, it is likely that a member involved with that body will still be able to take part in making a decision about it. However, if the member has made comments that suggest they have already made up their mind, they may not take part in the decision. If the member is merely seeking to lobby the meeting at which the decision is taking place, they are not prevented by the principles of predetermination or bias from doing so. There is no particular reason why the fact that members can do this, in the same way as the public, should lead to successful legal challenges.

Code of Practice for members of the Planning Committee and officers

(Adopted September 2021)

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1. Introduction

- 1.1. The successful operation of the Broads Authority's planning function relies on mutual trust between its members and officers, and an understanding of each other's respective roles. It also relies on each acting in a way that is fair and impartial, and clearly seen to be so.
- 1.2. The purpose of this Code of Practice is to give clear guidance to Authority members and officers involved in operating the planning function for the Broads executive area, and to give public confidence that the Authority's decision-making on planning matters is informed, open and fair. This Code of Practice is supplementary to the Authority's Member Code of Conduct (see para 1.2 below) and should be read in conjunction with that document.
- 1.3. Members and officers should also refer to the following guidance:
 - Openness and transparency on personal interests (Department for Communities and Local Government, 2013)

- Probity in Planning (Local Government Association, 2019)
- Code of Practice for Planning Decisions (Broads Authority)
- Code of Practice for Planning Consultations (Broads Authority)

A. General guidance

2. Roles and conduct of members and officers

- 2.1. The Authority's [Protocol on Member and Officer Relations](#) sets out the respective and complementary roles of members and officers, and what they can expect from each other.
- 2.2. Members are expected to follow the Authority's Member [Code of Conduct](#). It is important to note that failure to follow the recommendations in this Code of Practice may be taken into account in any investigation into allegations of maladministration, and may also indicate a breach of the Member Code of Conduct. Officers, and advisors acting on behalf of the Authority, are expected to follow their appropriate code of professional conduct.
- 2.3. While members will take due note of officer recommendations, it is the members who take the decisions (other than where decisions are dealt with under delegated powers). In doing so, they must represent the interests of the Broads executive area as a whole. For planning matters, this means taking decisions based firmly on the policies of the development plan, unless other material considerations indicate otherwise.

3. Development proposals submitted by members and officers

- 3.1. The Authority recognises that development proposals submitted by serving or former members and officers and their close friends and relations could give rise to suspicion of impropriety. To avoid this, any such proposals will be dealt with in the following way:
 - The Authority's Monitoring Officer will be informed of the proposal.
 - The proposal will be reported to the Planning Committee and will **not** be dealt with under delegated powers.
 - The Monitoring Officer will confirm whether the proposal has been processed in accordance with the usual practice, with a note made on the application file.
 - Serving Authority members who act as agents for people pursuing a planning matter, or who submit planning proposals in their own right, must play no part in the decision-making process for that proposal.
 - Members should ensure that they declare any disclosable pecuniary and other interests (see Section 9 below).

- Members and officers who have submitted their own planning applications should not contact or correspond with members of the Planning Committee in respect of that application, from the submission of the application until the decision notice has been issued.

4. Development proposals submitted by the Broads Authority

- 4.1. The Authority's scheme of delegated powers does not require that any development proposal by the Broads Authority must be determined by Planning Committee, but for reasons of transparency and openness such applications would usually be referred to the Committee under the Director's discretion provisions in the scheme of delegated powers.

5. Consideration of proposals by another committee

- 5.1. A planning proposal may be discussed at another committee of the Broads Authority, such as the Navigation Committee or the full Authority, before the application comes to the Planning Committee. In such cases, members should avoid unqualified expressions of support or opposition that might lead a fair minded and informed member of the public to think a member has already made up their mind before the application comes to the Planning Committee (see section 14 below on predisposition, predetermination and bias). If a member wishes to participate and vote at another committee and at Planning Committee, they must declare at the other committee that:

- (i) They understand they are considering the proposal within the remit of the other committee and not coming to a decision on all, or necessarily any, of the matters that are material to a planning application.
- (ii) Notwithstanding participating or voting at the other committee they will, when the matter comes before the Planning Committee, consider any planning application afresh, taking account of any representations for and against the proposal in the light of up to date circumstances.

- 5.2. Any member unable to consider the proposal afresh at the Planning Committee should withdraw from the meeting when the item is considered.

6. Pre-application and post-application discussions

- 6.1. Discussions between developers and the Authority can be of considerable benefit, and are encouraged by government. Applicants may also organise their own form of consultation, to which members may be invited. In such circumstances, the following guidance should be followed.
- 6.2. Where a planning application has **not** been submitted:
 - (i) Members should refer those who approach them for planning, procedural or technical advice to officers.
 - (ii) Exceptionally, and generally only in the case of major applications raising significant issues, it may be appropriate for members to be involved in an

application prior to its submission. Minutes should be taken of any meeting with a member, and the minutes attached for committee. Such involvement will be limited to:

- a. Public exhibitions or public meetings. Members should not attend a planning presentation without asking an officer to be present
- b. Committee site visits as part of the pre-application process.
- c. (Very exceptionally) private meetings between the applicant and the Authority or third parties. Members should be accompanied by the relevant officer and not attend such meetings alone.

(iii) In the case of all such meetings:

- a. A member's remit and the purpose of their involvement is to identify issues and understand local concerns, and this should be made clear.
- b. A member must maintain an impartial listening role and avoid expressing an opinion or giving advice beyond outlining adopted planning policies.
- c. Any discussion should not develop into negotiations, and it must be made clear that they are not part of the determination process.
- d. Discussions should not touch on commercially sensitive or confidential information, bearing in mind the need for transparency and the requirements of the Freedom of Information Act.
- e. Officers of appropriate seniority should attend, and make written notes of the proceedings to be kept on file; and
- f. A member's involvement should, wherever possible, be authorised by the Planning Committee, and their involvement recorded in any subsequent committee report.

6.3. Where a planning application **has** been submitted:

- (i) A member's involvement prior to consideration at Planning Committee will be limited to public meetings and committee site visits (referred to in paragraph 5.2above).
- (ii) If approached, a member should advise the applicant(s) to contact the Planning Officer for further guidance.
- (iii) In the case of meetings between the applicant and Planning Officer(s):
 - a. The officer(s) should clarify at the outset that discussions will not bind the Authority to making a particular decision.
 - b. No views will be expressed on the outcome of the application, since not all information will be to hand and consultation will not have taken place.

- c. Advice should be consistent and based on the development plan and material considerations.
 - d. Advice should be, and be seen to be, impartial.
 - e. A written note should be made by the officer(s) of all meetings and telephone discussions.
 - f. The officer(s) should meet applicant(s) on Authority premises, other than in exceptional cases or for site familiarisation purposes.
- 6.4. Members should not seek to influence or put pressure on officers to support a particular form of action.
- 6.5. These guidelines also apply to meetings to discuss planning applications or development proposals called by third parties, including attendance at parish council or other public meetings.
- 6.6. Generally, members should not say anything that gives the appearance they have made up their mind on an application (see section 14 below). They should not accept any hospitality offered by the applicant or other interested party at a public meeting or public exhibition unless it is also offered to the public at large (see sections 15 and 18 below).
- 7. Decisions contrary to officer recommendations and/or the development plan**
- 7.1. The law requires that where the development plan is relevant, decisions should be taken in accordance with it unless material considerations indicate otherwise.
- 7.2. All applications that are not in accordance with the development plan must be advertised as a departure in accordance with statutory procedures.
- 7.3. If it is intended to approve such an application, then:
- material considerations must be clearly identified;
 - reasons for overriding the development plan must be clearly demonstrated in the committee report; and
 - referral to the Secretary of State may be necessary, depending upon the relevant type and scale of the development proposed (section 77 of the Town and Country Planning Act 1990).
- 7.4. If the Planning Committee takes a decision contrary to the officer recommendation:
- the reasons for the contrary decision should be clearly set out by the committee and agreed at that committee meeting before a vote is taken;
 - the officer should have the opportunity to explain the implications of the contrary decision;

- appropriate conditions should be clearly set out and agreed at that committee meeting, before a vote is taken;
- the Monitoring Officer or their representative should ensure that procedures have been properly followed; and
- a detailed minute of the reasons for the contrary decision should be made and kept on the application file.

7.5. In the case of applications where new issues of material consideration are raised on the day of the committee meeting, or if there is a concern about the validity of the reasons for a contrary decision, or if members are under undue pressure, the application may be deferred at the Chair's discretion to allow time to compile additional advice to members.

B. Guidance for members

8. Training

8.1. All members of the Planning Committee are required to participate in training on the planning system as it applies in the Broads executive area. This training must be completed as soon as possible after a member's appointment, and before they serve on the committee.

8.2. Regular update training will be undertaken by all members at least once a year.

9. Registration and declaration of interests

9.1. The [Member Code of Conduct](#) sets out provisions relating to the declaration of disclosable pecuniary interest (DPI) and other interests. All matters required to be recorded in the Register of Interests relating to a matter before the Planning Committee must be disclosed to the meeting. There is an opportunity to declare interests at the start of each meeting.

9.2. Probity in Planning (LGA, 2019) also has detailed further guidance on the registration and disclosure of interests, including a flowchart on what to disclose and the extent of any further involvement once a declaration is made.

10. Delegated decisions

10.1. Any member of the Authority may request, within 21 days of receipt of the schedule of the planning applications, that an application is placed before the Planning Committee for a decision. In such cases, the member must provide appropriate planning reasons in writing.

11. Lobbying

11.1. Lobbying of and by members is a normal and perfectly proper part of the democratic process. However, lobbying can lead to a member's impartiality and integrity being called into question. If a member is approached by planning applicants, objectors or supporters, they should:

- listen, but not express views or opinions on any application, nor negotiate;
- refer the lobbyist to a professional officer, or meet the lobbyist in the presence of an officer;
- notify an officer of the lobbying approach and the summary of any discussions;
- If the member receives any correspondence on an application between the agenda being published and the items being considered at committee, they should forward it to the relevant officers, in case the officers are unaware of the content of the correspondence;
- confirm they will only be able to take a decision after having heard all the relevant evidence and arguments at committee;
- in any reply to correspondence either supporting or opposing an application, explain their neutral position and pass any relevant written information to officers for the file;
- before speaking at committee, declare any lobbying approaches, attendance at an informal site visit or a meeting on an application or other planning issue in the company of an applicant or consultee;
- if they have gone public in support of a particular outcome or campaigned actively for it, recognise that they may well have pre-determined the issue and should withdraw from discussion of the item (see section 14).

11.2. Members should not put pressure on officers for a particular recommendation.

11.3. Members should not become a member of, lead or represent an organisation whose primary purpose is to lobby to promote or oppose planning proposals, unless it is the member's intention to openly campaign on the matter and to step away from consideration of the matter at Planning Committee. This does not prevent members joining general interest groups that reflect their area of interest and that concentrate on issues beyond particular planning proposals (e.g. a Wildlife Trust or local civic society) but they should disclose that interest on the grounds of transparency where the organisation has made representations on a particular proposal.

11.4. If a member speaks on behalf of a lobby group or as a campaigner (for example on a proposal within their ward) at a decision-making committee, they should withdraw from the meeting once the public or ward member speaking opportunities have been completed.

12. Public speaking

12.1. Public speaking at Planning Committee is allowed in accordance with the agreed Public Speaking Scheme (Appendix 1). The Scheme does **not** apply to enforcement matters, applications dealt with under delegated powers, consultations or policy matters.

12.2. At the start of each meeting, the Chair will outline the public speaking process.

12.3. Members should not allow the public to communicate with them during committee proceedings, other than through the agreed protocol, as this may give the appearance of bias. This includes the use of mobile or other electronic devices..

13. Committee site visits

13.1. A committee site visit will be held if there is a significant benefit in doing so. Reasons may include where the impact of the proposed development is difficult to visualise, where applicant and objector comments cannot be expressed adequately in writing and a site visit would show that members have listened to the arguments, or where the proposal is particularly contentious. The reason for holding a site visit will be included in the committee minutes.

13.2. The decision to hold a site visit is at the committee's discretion, and visits are held in accordance with the agreed protocol (Appendix 2).

14. Regular review of decisions

14.1. The Planning Committee will regularly receive a list of delegated decisions, quarterly statistics on performance and results of the annual customer satisfaction survey, as well as the regular updates on appeals and enforcement. Members will also have the opportunity to carry out site visits of implemented planning permissions. This information will assist members to refine their understanding of the impact of their decisions, and to help the discussions on planning policy presented to them, in particular as part of the work for the review of the Local Plan for the Broads.

15. Predisposition, predetermination and bias

15.1. Members are entitled to have and express their own views, as long as they are prepared to reconsider their position in the light of all the evidence and arguments, giving what they feel is the right weight to those material considerations. They must not give the impression that their mind is closed before the matter is considered by the decision-making committee.

15.2. It is not a problem for a member to be predisposed in respect of a particular planning matter. 'Predisposition' is where a member holds a preliminary view for or against an issue, such as an application for planning permission, but has an open mind to the merits of the arguments before they make the final decision at the committee meeting. This includes having a preliminary view about how they are likely to vote before the meeting, or expressing that view publicly..

15.3. On the other hand, 'predetermination' or bias can lead to problems. This is where a member is closed to the merits of any arguments relating to a particular issue, such as an application for planning permission, and decides on the issue without taking the evidence and arguments into account. This could lead to a challenge to the decision made through a judicial review application to the courts.

- 15.4. Members must not even appear to have already decided how they will vote at the meeting, such that nothing will change their mind. This impression can be created in a number of ways, such as quotes to the press, comments to officers, or what they have said at meetings or written in correspondence.
- 15.5. Membership of an organisation such as a national charity will rarely amount to predetermination or bias on its own, unless the organisation has a particular vested interest in the outcome of a specific decision that a member is involved in making. Members should also refer to the Code of Conduct relating to the declaration of interests for guidance.
- 15.6. There is an important difference between those members involved in taking a decision and those members seeking to influence it, as the latter are generally free to speak about how they want that decision to go. When considering whether there is an appearance of predetermination or bias, members responsible for making the decision should apply the following test: Would a fair-minded and informed observer, having considered the facts, decide there is a real possibility that the member had predetermined the issue or was biased?
- 15.7. When applying this test, members should be aware of the fine line between being predisposed, and being predetermined or biased, and should exercise caution and express themselves clearly where they are predisposed. Appendix 3 gives examples of the different circumstances in which predetermination and bias may arise.
16. **Gifts and hospitality**
- 16.1. Members should refer to the Member Code of Conduct for guidance on the receipt of gifts and hospitality.

C. Guidance for officers

17. Reports to committee

- 17.1. To ensure adequate consideration of the issues, consistency of decision-making, clarity of reasoning behind the recommendation and public confidence, the following information should be contained in reports to the Planning Committee:
- accurate information, with representations by consultees adequately summarised;
 - a clear explanation of the development plan, site or related history and other material considerations;
 - a technical appraisal that clearly justifies the recommendation;
 - a full justification of material considerations if the recommendation is contrary to the development plan;
 - a written recommendation of action.

17.2. Verbal reporting (except to update a report) should be rare and carefully recorded in the meeting minutes when it does occur.

18. Complaints and record keeping

18.1. Every planning application file must contain an accurate account of events throughout its life. Particular care must be taken with applications determined under powers delegated to officers. The principles of complete and accurate record keeping apply equally to enforcement and development plan matters. All files are stored electronically.

18.2. Complaints will be fully investigated in accordance with the Authority's complaints process, which is outlined on our website at: [How to complain \(broads-authority.gov.uk\)](https://www.broads-authority.gov.uk) .

19. Gifts and hospitality

19.1. Officers should treat with caution any offer of a gift, favour or hospitality, or any other benefit, to themselves or a family member made by an organisation or member of the public with whom they have dealings in the course of their work. Officers should refer to the Code of Conduct for Employees, or to the Head of Human Resources, for further advice.

Public Speaking Scheme at Planning Committee

Purpose

The purpose of the Public Speaking Scheme at the Authority's Planning Committee is to allow applicants and objectors to speak in support of, or objection to, a planning proposal being considered by the committee.

The views of County and District Councils, Parish Councils and the Highway Authority will be reported to the Planning Committee when received in time for the agenda. Parish Councils and Ward or Division members of District Councils and the County Council may also address the Planning Committee as part of the Public Speaking Scheme.

The Scheme applies to matters where the Broads Authority is the decision maker, and not where the Authority is asked to respond as a consultee to a proposal.

The scheme does not apply to enforcement matters, applications where the proposal is dealt with or refused under delegated powers, consultations or planning policy matters such as the Local Plan for the Broads.

Objecting to an application

While it is not essential, objectors to applications are encouraged to follow the process of making formal written submissions, which can then be referred to in reports to the Planning Committee. An opportunity to speak in front of the committee is also available if a formal objection has previously been made.

It is important to stress that there is no disadvantage to objectors who do not present their objection in person in front of the committee. Planning officers will make sure that all objections received are reported fairly, and members will fully consider the matters raised when making a decision.

Supporting an application

Either the applicant or their agent (but not both) has the opportunity to speak at the meeting in support of the application. Any other supporters are asked to share the applicant's allotted speaking time. Applicants are also encouraged to work with the Planning Case Officer to make sure sufficient information has been submitted in advance to allow the Planning Committee to make a fully informed decision.

Speaking at committee

It is the responsibility of objectors and the applicant/agent to contact the Planning Case Officer to follow the progress of the application, and arrange to attend the committee meeting at which the application is being considered. Progress on applications, together with committee agendas and reports, are made available on the Authority's website at <https://www.broads-authority.gov.uk/about-us/committees>.

A request to speak should be made to the Governance team as soon as possible, and at the latest by 3pm the day before the meeting. The Governance team will notify the committee Chair and the Planning Case Officer of the request. As noted above, objectors are encouraged to submit a formal written submission.

To be taken into account, any additional material on any applications or Enforcement Matters must be received at least 3 days before the meeting, otherwise it will not be taken into account. This is to give members sufficient time to consider all relevant information. However, this does not prevent those who have registered to speak from making the points within their allotted time for public speaking. Any correspondence for members concerning an application before the committee must also be addressed to the Planning Case Officer so they can provide professional advice to members. Failure to follow this process may result in items being deferred or late information being discounted.

Space is set aside in the meeting room for speakers to address the meeting. The Chair will ask all members of the public who wish to speak to come up to the public speaking space at the start of the presentation on the relevant application. The Chair may consider changing the order of the agenda in cases of exceptional public interest.

Public speaking will begin immediately after the Planning Officer's presentation, at which they will describe the proposal and site location, outline responses received, give policy guidance and make an overall assessment of the proposal with a recommendation to the committee. . Representations will then be heard in the following order:

- Parish Councillors (5 minutes)
- Objectors (total of 5 minutes)
- Applicant/agent/supporters (total of 5 minutes)
- Ward or Division Councillors (5 minutes)

Any extensions to the time limit for all speakers is at the discretion of the Chair.

Any speaker who wishes to make a visual presentation to the committee, must notify the Governance team by 3pm on the previous day to see whether the necessary equipment can be made available, and the presentation is in an accessible format.

If there are several objectors, they should agree beforehand on sharing or delegating their time. This also applies to the applicant, agent and any supporters. The Chair will try to make sure points are not repeated. If there are exceptional circumstances of public interest, the Chair has discretion to increase the time allocated.

With the Chair's permission, members or officers will be allowed additional time to ask questions of the objector and the applicant, agent and supporters to seek clarification about the points raised **only**. This will be additional time to that allocated for public speaking..

Speakers are **not** allowed to question other speakers, members or officers. The Planning Officer will respond to comments and members' questions.

Deferral

If new evidence is brought to the committee that could significantly affect or influence a decision, it may be necessary to defer consideration of the application to a subsequent meeting to allow members and officers to make a full assessment of the case.

Appendix 2 - Protocol at Planning Committee site visits

Selection of site visits

Planning Committee site visits are one way to make sure members get sufficient information about a site and surrounding area to reach a decision on a particular application. The visits are used selectively as fact-finding exercises (similar to Planning Inspector site visits) to supplement officer reports and other information. They may not be appropriate where matters of fundamental planning policy are involved and there are no significant other material considerations. They are not formal committee meetings, and no decisions or recommendations are made at them.

The decision to hold a site visit is at the committee's discretion, and may be appropriate where:

- Officers recommend a visit because of specific aspects of the application;
- The issues are finely balanced and member assessment and judgement can only be concluded by a site inspection;
- The details are complex, or the impacts on neighbour amenity or the wider landscape are difficult to envisage other than by site assessment;
- It is beneficial in the interests of local decision-making to demonstrate that all aspects of a proposal have been considered on site.

Determination of the majority of applications will not involve a site visit.

Member attendance

All Planning Committee members are invited to attend site visits and are encouraged to do so wherever possible. Members are sent details of the visit in advance, including a site location map. Members who attend the site visit but not the committee meeting where the application will be considered are invited to send any comments to the Governance Officer before the committee meeting.

Dates and times

Site visits are normally held two weeks before a Planning Committee meeting, starting at 10am.

Other attendees

In addition to members, the following people are invited to the site visit in a consultative capacity:

- a representative from the Parish Council;
- the local District Council member;
- a representative from the Broads Society (as an observer).

The applicant's agent is notified of the proposed date and fact-finding nature of the visit, and permission is requested for access to the land..

Conduct at site visit

The procedure at a site visit is as follows:

- (i) The Chair welcomes those attending, reminding them that the site visit is for fact finding only; no decision will be made on site, and the application will be considered for determination at a future committee meeting. The aim of the visit is not to debate the issues, but to make sure all participants are satisfied that members have seen all the appropriate details of the site and its surroundings. The Chair will remind members of the points in the 'Notes for members' section below.
- (ii) Apologies are noted.
- (iii) The Planning Officer describes the application giving details of the site, the development proposed and any updated information. They will show and explain any relevant drawings, and pay particular attention to the context of the site in the Broads area.
- (iv) Comments from other officers are invited, where appropriate, including:
 - County Council (Highways) Officer;
 - Other Broads Authority officers, e.g. Ecologist.
- (v) Questions from Planning Committee members are invited.

Note: At the Chair's discretion the applicants, other invitees or third parties may be asked to provide factual information about the application, but will not be invited to 'put their case'. Representations in support of or objection to the application should be made in writing to the Authority.

- (vi) Attendees walk around the site as a group, if necessary. At each stop, the Chair will ask if everyone is satisfied that all appropriate factual matters have been seen.
- (vii) The Chair concludes and closes the visit by reminding attendees when the application will be heard by the Planning Committee (if known) and when public speaking will be in operation.

The Chair may ask whether anyone (other than the applicant) wishes to refer to any points that require clarification before the committee meeting.

A summary note of the site visit is taken on the day and included with the agenda papers for the relevant committee meeting. The note is also available on the public record of the application.

Notes for members:

- In view of the fact-finding nature of the site visit, members should be as impartial as possible before, during and after the visit.
- Participants should keep together as one group while moving around a site.
- Members should avoid discussing the application with applicants/agents or objectors before, during or after the site visit. If members wish to ask questions of any party, this should take place only when the whole group is present.
- Members should politely deflect any attempts at lobbying, by suggesting that comments be put in writing to the Authority or made during public speaking at the Planning Committee.
- Any member wishing to view a site outside an organised site visit should do so only from public vantage points, and should not enter into discussions with applicants/agents within the site.

Appendix 3 - Predetermination and bias - examples

Predetermination and bias may arise in a number of ways, including those set out below.

Connection with someone affected by a decision

This sort of bias particularly concerns administrative decision-making, where the Authority must take a decision that involves balancing the interests of people with opposing views. It is based on the belief that the decision-making body cannot make an unbiased decision, or a decision that objectively looks impartial, if a member serving on it is closely connected with one of the parties involved.

Improper involvement of someone with an interest in the outcome

This sort of bias involves someone who has, or appears to have, inappropriate influence in the decision being made by someone else. It is inappropriate because they have a vested interest in the decision.

Prior involvement

This sort of bias arises because someone is being asked to make a decision about a matter they have previously been involved with. This may be a problem, for example, if a member is hearing an appeal on a matter on which they have previously expressed a view. However, if the member is just required to reconsider a matter in the light of new evidence or representations, it is unlikely to be unlawful for them to participate.

Commenting before a decision is made

Once a lobby group or advisory body has commented on a matter or application, it is likely that a member involved with that body will still be able to take part in making a decision about it. However, if the member has made comments that suggest they have already made up their mind, they may not take part in the decision. If the member is merely seeking to lobby the meeting at which the decision is taking place, they are not prevented by the principles of predetermination or bias from doing so. There is no particular reason why the fact that members can do this, in the same way as the public, should lead to successful legal challenges.

Broads Authority

24 September 2021

Agenda item number 15

Protocol on member and officer relations (draft)

Report by Head of Governance

Purpose

As part of the regular review of the Broads Authority's governance documents, the "Protocol on member and officer relations in the Broads Authority" (May 2017) has been updated. The revised draft protocol is at Appendix 1 for members' consideration and endorsement.

Recommended decision

To adopt the "Protocol on member and officer relations in the Broads Authority" (Sept 2021), pending any amendments agreed at today's meeting.

1. Introduction

- 1.1. The purpose of the "Protocol on member and officer relations in the Broads Authority" is to guide members and officers in their working relationships with each other, promoting understanding, openness and good conduct to support the effective and efficient operation of the organisation.
- 1.2. The protocol sets out the Authority's core values and explains the distinct roles and responsibilities of members and officers, and what they can expect from each other. It also provides guidance on making complaints, conduct of meetings, and requesting and disclosing information.
- 1.3. The draft protocol at Appendix 1 updates the version adopted by the Authority in May 2017, with track change amendments proposed by the Authority's solicitors, Management Team, Monitoring Officer and Head of Governance.
- 1.4. Members' comments are invited on the draft protocol. Pending any further changes agreed at today's meeting, it is recommended that the document be adopted.

Author: Maria Conti

Date of report: 10 September 2021

Appendix 1 – Draft Protocol on member and officer relations (Sept 2021)

Protocol on member and officer relations in the Broads Authority

~~May 2017~~ (draft revision Sept 2021)

Version 2.0

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1. ~~Overview~~ Introduction

~~1.1.~~ 1.1. The purpose of this protocol is to ~~guide~~ provide a guidance to the Broads Authority's members and officers in their ~~clarify and assist in the development of good~~ working relationships with each other, promoting ~~The Authority between members and officers of the Broads Authority promotes understanding, openness and propriety~~ good conduct in the relations between members and officers and also between the members themselves so as to ensure support the effective and efficient operation of the organisation. ~~of the Authority~~

~~The Authority aims to be transparent and inclusive in its relations between members and officers and as between the members themselves.~~

1.2. The principles of this protocol also apply to co-opted members of the Navigation Committee, and to externally engaged officers acting on behalf of the Authority. For convenience, reference in this document to 'members' includes co-opted members.

1.3. The protocol should be read alongside the following Authority documents, as relevant:

- Member Code of Conduct (for members)
- Code of Conduct for Employees (for officers)
- Social Media Policy (for members and officers)

1.4. Breaches of this protocol by officers will be referred to the appropriate line manager and may be dealt with under the Authority's disciplinary procedures. Breaches of this protocol by members will be referred in line with the Member Code of Conduct ~~(See~~ also paragraphs 5.4 to 5.6).

2. Core values

2.1. In carrying out their roles, members and officers should uphold and promote the Authority's core values. These values set out below, provide a clear focus for our operations, supporting decision-making and demonstrating our accountability and commitment to maintaining high ethical standards. ~~The core values are:~~

- **We show commitment** - Working together for a common purpose; Showing flexibility, trust and enthusiasm; Delivering on our promises
- **We are caring** - Setting realistic and properly resourced workloads; Supporting each other to get things done; Giving praise and daring to challenge
- **We are exemplary** – Being visible, approachable and professional; Making sound judgements on strong evidence; Aiming higher, smarter and always inspiring
- **We are open and honest** – Being fair and consistent in our words and actions; Always willing to ask, listen and respond; Doing what's right and being accountable

- **We are sustainable** – Looking after our resources wisely; Understanding the impact of our choices; Doing work that adds real value

~~**Sustainable**—We consider the environmental and financial implications in everything we do.~~

~~**Exemplary**—We strive for excellence in all we do.~~

~~**Commitment**—We are committed to making a difference for the Broads for the benefit of everyone.~~

~~**Caring**—We are considerate and respectful of each other.~~

~~**Open and Honest**—We are open, honest and inclusive in all our decisions and communications.~~

3. Roles and responsibilities

- ~~3.1. Mutual respect and courtesy between Officers and Members is essential to all local government authorities and this affects the efficient administration of the Authority's functions and the reputation of the Authority itself.~~
- ~~3.2. Members and Officers need to be clear about their respective roles in the Authority and about less clear-cut areas. This can only be achieved if there is mutual understanding and good communications.~~

- 3.1. Members and officers have distinct but complementary roles. Together they bring the necessary skills, experience and knowledge for the effective management of the Authority, putting its statutory purposes, policies and core values into effect. Members and officers should always demonstrate a mutual recognition of, and respect for, each other's roles and responsibilities.

Members

- 3.2. The core role of members is to define the strategic and policy priorities, monitor implementation of agreed decisions, and provide strategic leadership and direction in partnership with the Authority's senior officers.
- 3.3. More details are in the 'Job Description for Members of National Park Authorities' (Appendix 1) and the 'Job Description for Appointed Members of the Broads Authority Navigation Committee' (Appendix 2).

Officers

- 3.4. The role of officers is to give impartial, professional advice to assist members in their strategic decision making and enable them to fulfil their roles as members. Officers must not allow their professional judgement to be influenced by their own personal views.
- 3.5. Officers are responsible for the preparation of plans and policies, the day-to-day implementation of strategies, policies and decisions agreed by the Authority and its committees, and the management of the Authority's staff and work plans. Nevertheless, members do have a right to ensure that members' decisions, for which they are statutorily responsible and accountable, are implemented by officers in a timely and efficient manner.

3.4. ~~Members should recognise that officers are required to be politically neutral and to serve all members equally. It is the role of officers to give advice to members in order to assist them in their decision making. For this process to work effectively a For the Authority to work effectively it requires a high degree of trust and common understanding is required. between officers and members of the Authority. Both need to respect each other's roles and officers may from time to time In some instances, officers may have to give advice which the members might do not agree with, and members may from time to time have to take decisions contrary to the advice of officers. Those instances should be accepted as unusual but not unacceptable. Where officers advise that an objective cannot be achieved in the way members had envisaged, the officers do have to give advice that a certain course of action cannot be carried out, they should seek to give suggestions as to how members might achieve some or all of their objectives in other ways. the objective in an alternative way. 3.54 Members should leave Officers are responsible for the day-to-day implementation of policies and decisions, and the including management of the Authority's staff, to officers. Nevertheless, Members do have a right to ensure that their decisions, for which they are statutorily responsible and accountable, are implemented by officers in a timely and efficient manner~~5Members should recognise that officers are required to be politically neutral and to serve all members equally.3.6 The key role of members is to define the policy priorities, monitor implementation and to provide strategic leadership and direction in partnership with the executive.3.7 Members and officers together must establish the best way to put the values of the Authority, its statutory purposes and policies into effect.

4. Expectations

4.1. In committing to a good working partnership, members and officers can expect the following from each other:

- A commitment to the Authority as a whole, and not only to any part of it;
- Respect and courtesy;
- The highest standards of integrity.
- ~~A working partnership.~~
- An understanding of and support for respective roles, workloads, pressures and aspirations;
- Appropriate confidentiality;
- Not to be subject to bullying or harassment, or to be put under undue pressure;
- ~~That they will n~~ot to use their position or relationship with each other to seek to advance their personal interests, or those of others, or to influence decisions improperly; and

- Compliance with the Member Code of Conduct or the Code of Conduct for Employees, as appropriate, at all times.

4.2. ~~In addition, m~~Members can also expect from officers:

- A timely response to enquiries and complaints;
- Impartial, proactive and reactive professional advice, not influenced by political views or personal preference, which does not compromise the political neutrality of officers;
- Regular, up-to-date information ~~that can be~~ considered appropriate and relevant to their needs, having regard to any individual responsibilities ~~that~~ they have and positions they hold;
- Awareness and sensitivity to the political environment;
- Training and development ~~in order~~ to carry out their role effectively; and
- Support for the role of members within the arrangements made by the Authority.

4.3. ~~In addition, o~~Officers can also expect from members:

- Leadership; and
- That all members~~they~~ take collective responsibility for decisions made by the Authority, even where any member may disagree personally with the decision, and for defending them publicly, that they defend these decisions publicly.

5. Working relationships

5.1. Mutual trust, respect and good communication between the Authority's members and officers are essential for the efficient administration of its governance functions and for safeguarding its reputation. As stated above, members and officers should recognise each others' distinct roles and responsibilities.

~~Both members and officers should take care not to give the impression that their distinct roles have become blurred in some way. Maintaining confidence in the separation of these roles necessarily imposes limitations on behaviour. Members and officers should exercise caution in forming close personal friendships between each other. This can confuse their separate roles and affect the proper discharge of the Authority's functions. The perception could be in others that a particular member or officer may be able to secure advantageous treatment as a result of such a friendship. This should not preclude organised or public social opportunities for officers and members to mix to aid understanding and empathy.~~

5.2. Working relationships should be kept on a professional basis. While social interaction between members and officers is not prohibited, any close personal familiarity (e.g. friendship) should ideally be avoided, and at the very least not be

conducted in such a way as might be seen as unduly influencing their work in their respective roles. Such relationships should never be allowed to be, or appear to be, so close that impartiality is brought into question. Neither should close personal association be used to secure advantageous treatment. ~~Where a relative or close personal friend of an employee becomes a member of the Authority the employee should make the circumstances known to the Chief Executive.~~

- 5.3. ~~2~~Any act against an individual officer may be regarded as a form of bullying, intimidation or harassment if it is intended to influence unfairly that person's actions, thoughts or deeds. Whilst no policy statement can give guidance on every instance where such behaviour may occur,

The Authority is committed to promoting standards of behaviour that reflect the proper and, professional working relationship that should exist between members and officers. at all times, and to ensure normal standards of courtesy and behaviour between individuals. ~~Any act against an individual~~ member or officer intended to unfairly influence their- actions, thoughts or deeds may be regarded as a form of bullying, intimidation or harassment. If an individual considers that they have been the subject of such behaviour, it will be investigated according to the nature of the behaviour reported. bullying, then there is a presumption that this will be investigated as bullying. In summary, all dealings between members and officers should observe reasonable standards of courtesy, and neither party should seek to take unfair advantage of their position.

- 5.4. Members' concerns about the conduct or performance of an officer should be made to the Chief Executive (or, in his absence, to a Director), -or to the Monitoring Officer. It is particularly important that such concerns are made in this way and are not made ~~not~~ in public (such as at a meeting of the Authority, ~~or its committees, sub-committees or other~~ an external bodyies), as officers should not be made to ~~cannot~~ respond in public.

- 5.5. ~~4~~Officers' ~~Concerns from any party~~ about the conduct or performance of a member should be referred in line with the Member Code of Conduct.
~~The corollary to the member's concern about an officer's performance is a concern by an officer in relation to a member's conduct. All such concerns should be brought to the attention of the Chief Executive who, if appropriate, may discuss the matter with the Chair of the Authority and, where appropriate, the Monitoring Officer.~~

- 5.6. Members should recognise and have regard to the Authority's role as an employer and its ~~the~~ potential liability ~~of the Authority~~ for members' actions ~~of members~~ in relation to officers' employment rights.

6. Conduct of meetings

- 6.1. Agendas for meetings of the Authority and its committees, sub-committees and other bodies shall be prepared by the Chief Executive, as the Proper Officer, in consultation with the appropriate Chair (and/or Vice-Chair).

- ~~6.1.6.2.~~ Any member may ask the Chief Executive ~~or Chair~~ to include an item of business on the relevant agenda and, where appropriate, the Chief Executive will arrange for an

officer report on the matter to be prepared. As a matter of courtesy, members should consult with the relevant Chair before making such a request. To allow sufficient time to prepare an item of business, requests should be made at least 21 days before the date of the meeting where possible and practicable (other than for items of urgent business). However, as noted in paragraph 6.1 above, the Proper Officer is the final arbiter of what goes on the agenda, and in what form.

6.2.6.3. The mCommittee meetings are an opportunity for members to have an open debate within an healthy, collegiate inclusive and respectful environment, and with supported by officer information and advice. s, ~~who can supply information and advise on the merits or otherwise of courses of action.~~ Members should always allow ~~provide~~ the opportunity for the presenting officer of an agenda item to introduce the subject and ~~to emphasise or~~ summarise the key issues or questions to be addressed. In the case of a report to the Authority on a matter already considered by a committee or sub-committee of the Authority, or by the Broads Local Access Forum, ~~the Broads Forum or working group,~~ the relevant Chair should be asked to present the views of ~~that relevant~~ body to the Authority meeting.

6.3.6.4. Following the officer's introductory presentation, ~~t~~The Chair (or Vice-Chair) should invite ~~an~~ open debate discussion about the issues, in which members may:

- Seek further factual information;
- Question officers about the proposals;
- State their agreement or opposition to the proposals or recommendations ~~or proposals,~~ with their reasons;
- Put forward alternative proposals or recommendations; and
- Exercise their proper right to examine ~~scrutinise~~ the Authority's work.

6.5. As good practice, members should keep to the point of the discussion as outlined in the agenda papers ~~s~~ before them. If a member wishes to raise significant questions, or if they have identified key points of difference of view with an item on the papers presented, they should where possible and practicable give advance notice to the presenting officer ~~presenting the paper.~~ ~~This will allow the officers thus giving officers an opportunity~~ time to come to the meeting prepared to respond to the specific supplementary questions points raised. However, members ~~should not feel impeded in raising~~ are free to raise any ~~issue or matter that on the papers presented that~~ they believe is relevant to the discussion, ~~should~~ that matter ~~it~~ subsequently arise.

6.4.6.6. Members will naturally consider the advice of officers in a report and on any matter arising out of debate but it is, ultimately, the members' responsibility to take a decision, having regard to the advice and any other material considerations. Once a decision has been taken – irrespective of whether it supports the officer recommendation or not – it is the duty of officers to assist members in articulating that decision (planning grounds of refusal, for example); treat that decision as an instruction;

give it their full support; and implement it accordingly. It is also the duty of members and officers to promote and defend such decisions as the proper action of the Authority.

6.7. Where an officer advises members that an objective cannot be achieved in the way the members had envisaged, the officer should seek to suggest how the members might achieve the objective in another way.

6.5-6.8. A member's contributions to the Broads Authority should primarily be through the meetings of the Authority and its committees of which on which the member serves. they are members. If a member wishes to raise a matter for consideration by a committee on which they do not serve on, they are not a member, they should raise it that matter is should be raised at the full Broads meeting of the full Authority for consideration in line with paras 6.1 and 6.2 above. A member's comments on reports and issues should also be raised in the appropriate committees on which they are a member. Members should not direct comments to committees on which they do not serve, unless invited through a committee decision.

7. Consulting the Monitoring Officer or Chief Financial Officer

7.1. If members have any issues of legality, maladministration, financial impropriety or probity, or if members have are in any doubt as to whether decisions are or likely to be contrary to the Authority's policy, budget or law, members are Members are required to consult with the Monitoring Officer or Chief Financial Officer, as appropriate, where:

- they have any issues of legality, maladministration, financial impropriety or probity; or
- they are in any doubt as to whether a decision is, or is likely to be, contrary to the Authority's policy, budget or law.

7.1-7.2. Whilst it is a member's responsibility to ensure that they comply with the requirements of the Localism Act 2011 Member Code of Conduct in relation to Disclosable Pecuniary Interests and other interests, and in relation to gifts and hospitality. Members, they should seek guidance from the Monitoring Officer or if they are in any doubt on these matters as to whether to declare an interest or gift.

8. Media communications Communications

8.1. Members and officers have an important role in promoting the work of the Broads Authority. Relations with the press and media need to be handled with care to ensure make sure and ensuring that the Authority is represented correctly in media communications. Full The Head of Communications can provide guidance for to members and officers on how to respond to media contacts. is set clearly laid out in the Authority's Communication Strategy.

8.2. Speaking on behalf of the Authority to the media will normally be handled by The the Chair of the Authority and the Chief Executive, should normally speak on behalf of the Authority, though from time to time On occasion Occasionally, other committee chairs

may~~ight~~ be asked by the Authority to speak to the media on specific issues¹. Members should discuss ~~anyall~~ media contacts or communications with the Chair and Chief Executive in the first instance, who will liaise with the ~~(and/or in due course the~~ Head of Communications)~~in the first instance, to ensure that the Authority is correctly represented~~. This principle ~~will~~ also applies to ~~any letters or other types of~~ correspondence, written for either print or online publication, (including on websites) ~~that relate, though this does not cover matters unrelated to the~~ Authority's work of the Authority.

8.3. Members and officers should refer to the Authority's Social Media Policy for guidance on the appropriate use any type of online media that allows users to create and share content with others online and to participate in social networking, discussion and interaction.

~~8.3. Where members or officers run a private blog or social networking site or otherwise use social media for personal or private purposes it could be perceived they may inadvertently give the impression that they are acting in an official capacity as being affiliated to the Authority. In particular, members or officers commenting on Authority's business or the actions of other members or officers on personal or private social media risk that such comments will be taken as being within their capacity as a member or officer. In such situations, mMembers and officers should make clear to readers other social media users that they are writing in a private capacity (or the capacity in which they are writing) and that it is not in their capacity as a member or officer of the Authority. The relationship between members and officers and this protocol will potentially be engaged by the use of social media. Members must abide by the Members' Code of Conduct and Mboth members and officers should be familiar and comply with and follow abide by the Authority's Social Media Policy. protocol on the use of social media, once developed.~~

~~8.4. Members commenting on Authority's business or the actions of other members on private blogs or in social media risk that such comments will be taken as being within their capacity as a member. In those circumstances mMembers must abide by the Members' Code of Conduct and the Authority's protocol on social media, once developed.~~

8.5:8.4. Members are reminded that special rules apply to the Authority's publicity during an election period, as set out. ~~The rules are contained~~ in the Recommended code of practice for local authority publicity (MHCLG). Members should be vigilant not to breach this code and should seek to take advice from the Head of Communications if in any doubt.

¹ This does not preclude local authority members from speaking on behalf of their constituent local authority.

9. Provision of information

- 9.1. The Chief Executive, Chief Financial Officer and ~~the~~ Directors (each within their area of responsibility~~accountability~~) have a responsibility to make sure that chairs, vice-chairs and all members are kept informed of relevant matters.
- 9.2. Members have a statutory right to see documents that contain information relating to ~~meetings of the~~ any business to be conducted at any meetings of the Authority and its committees and sub-committees. However, this right does not extend to certain categories of exempt and confidential information.
- ~~9.3. Members have a common law right to inspect any Authority documents if access to the documents is reasonably necessary to enable the member properly to perform their duties as a member of the Authority. Under common law, members have a right to inspect documents where necessary to enable them to perform their duties as members. This principle is commonly referred to as the 'need to know' principle, and the exercise of this right depends upon the member's ability to demonstrate this need. a 'need to know. In this respect, a member does not have a "roving commission" to go and examine all documents of the Authority. A mere curiosity is not sufficient. The crucial question is whether there is a "need to know".~~
- 9.4.9.3. It is, however, important that requests for information are directed to the right level within the Authority. ~~Though~~ Although members have the right to make requests for information under the Freedom of Information Act, this should not be the normal course of action. ~~Instead, and Mmembers and members~~ Members and members should use less formal methods for requesting information. ~~The purpose of the process~~ The procedure set out below ~~is to~~ indicates how such requests for information should be made and dealt with. ~~Although primarily concerned with the provision of information (both written and oral) it also applies to requests for~~ This procedure should also be used for requests for briefings and similar meetings.
- 9.4. Where the information requested is routine and can be is for straightforward information ~~is easily~~ that can be provided easily with minimal officer time, the request should be made directly, ~~information may be best dealt with in a timely manner by a request to the relevant officer responsible.~~
- 9.5. Where the information requested is extensive or is likely to will involves significant officer time, the initial request should be made to the Chief Executive, Chief Financial Officer or relevant Director. The request should preferably be made in writing (either by letter or email) and should:
- Identify the information requested ~~red~~ by the member;
 - State the reasons for wishing to obtain it; and
 - Make it clear whether the member has an personal interest in the matter ~~(as defined in the Member's Code of Conduct)~~ and, if so, what that interest ~~is~~ is.

9.6. ~~6~~The ~~An~~ officer receiving a verbal request for information is entitled to ask the member to make the request in writing if there is any ~~doubt or uncertainty~~ about any of ~~these matters~~ the matters listed above.

9.7. ~~7~~An officer receiving a request for information will arrange for it to be provided ~~expeditiously promptly~~ and in good time for the member to be able to use it as part of their responsibilities ~~as a member~~.

9.8. Any officer who is in any reasonable doubt regarding the release of ~~the~~ requested information will consult the Monitoring Officer or Data Protection Officer (DPO) for advice. Following that advice, the officer may consider it inappropriate to release the information for reasons such as:

- The member has not established a 'need to know' basis for inspecting the information;
- The member has an interest in the matter as defined in the Member Code of Conduct;
- The information is commercially or otherwise sensitive; or
- The amount of work involved in identifying and producing the information is considered to be excessive.

~~If, after receiving this advice, it is not considered appropriate to release the information either because the member has not established a need to see it, or because the officer has other concerns (for example the member has a personal interest in the matter, the information is commercially or otherwise sensitive, or the amount of work involved in identifying and producing the information is considered to be excessive), and the~~ If it is not considered appropriate to release information and the member takes a different view, the member can refer the matter to the Information Commissioner's Officer (ICO). ~~will be referred to the Chief Executive/Chair before making a decision.~~

~~9.7.9.9.~~ Data protection legislation restricts the processing of information relating to individuals. ~~As a result, as such, any such information cannot be shared without the agreement of that individual or (unless one of the legal exemptions applies).~~

10. Disclosure of information

10.1. ~~Confidential papers~~ Exempt agenda items ('pink papers') as defined under Part 1 of Schedule 12A of the Local Government Act 1972 are to be treated as confidential information unless the Authority or committee resolves not to exclude ~~the~~ press or public. ~~Members are reminded that the~~ The author of the report makes the initial decision as to whether ~~the a~~ paper is to be treated as confidential. The decision as to whether ~~they it~~ remains confidential is then taken by members at the ~~Authority or~~ committee meeting to which ~~they the paper is~~ are presented.

10.2. For other information, a member must not disclose information given to them in confidence, or information that they believe or ought ~~reasonably to be aware~~ to know is

of a confidential nature. There are various exceptions to confidentiality, ~~such as including,~~ but not limited to, where there is an obligation in law to make a disclosure or it, or if there is a public interest that outweighs other considerations and disclosure is made in good faith. ~~There are other examples of situations which may apply.~~

10.3. A member who is unsure whether particular information is confidential ~~shall~~ should seek advice from the Chief Executive, ~~or the Solicitor and~~ Monitoring Officer or DPO.

10.4. For the purposes of this protocol, information may be confidential for a number of reasons, such as:

- It is commercially sensitive;
- It concerns an individual or their private business or business affairs; or
- It relates to enforcement action to be taken by the Authority.

10.5. The Authority has previously agreed the following in relation to the disclosure of information:

- a) ~~10.6~~ A member wishing to disclose (to the press or otherwise) information that they have reason to believe may be confidential, or ought to know is confidential, must first notify either the Chief Executive, ~~or the Solicitor and~~ Monitoring Officer or DPO, giving full written details of the information ~~which that the member~~ it is proposed to disclose. This will then create the opportunity for the Authority officers named above, together with the member, to consider whether it is in fact confidential and, if it is, the extent to which any of it can be appropriately ~~be~~ disclosed.
- b) ~~10.7~~ In some cases, it will necessarily be that these issues cannot be resolved immediately. Therefore, unless the Authority (through one of the officers named above) agrees in writing that the information can be released earlier, the member will not release it for 72 hours following the written notification referred to in paragraph 10.5 (a)~~10.6~~ above.

11. Roles of specific officers as set out by law

11.1. ~~There are three~~ The Broads Authority has four officers ~~that~~ who have specific roles defined by statute, that members should note:

Head of Paid Service (Section 4 of the Local Government and Housing Act 1989)

11.2. This role is carried out by the Chief Executive. The Head of Paid Service is under a duty, where they consider it appropriate to do so, to report to the Authority and its members on:

- The manner in which the discharge by the Authority of its different functions is co-ordinated;
- The number and grades of staff required by the Authority for the discharge of its functions;

- The organisation of the Authority's staff; and
- The appointment and proper management of the Authority's staff.

Chief Financial Officer (~~Section 151 of the Local Government Act 1972~~)(Section 17 of the Broads Act 1988)

- 11.3** ~~The is role is carried out by the~~ Chief Financial Officer (CFO) reports to the Chief Executive. The CFO is responsible for the proper administration of the Authority's financial affairs. They are under a duty to report any decision involving unlawful expenditure by the Authority; any unlawful course of action likely to cause loss or deficiency on the part of the Authority; or an unlawful entry of an item of account.

Navigation Officer (Section 10(7) and Part II of Schedule 5 of the Broads Act 1988)

- 11.4.** This role is carried out by the Head of Ranger Services, who reports to the Director of Operations, and includes any person appointed by the Authority to act as deputy to the Navigation Officer. The Navigation Officer may give directions for regulating vessels and seagoing freight in, entering or leaving the navigation area.

Monitoring Officer (Section 5 of the Local Government and Housing Act 1989)

- 11.5.** ~~The is role is carried out by the Solicitor and~~ Monitoring Officer (MO). ~~The MO~~ has a duty to put a formal report to the Authority where it appears that the Authority, its committees or officers are involved in any proposal, decision or omission that is likely to be illegal or give rise to maladministration or injustice. The MO also has specific legal duties and powers in relation to the Member Code of Conduct and the ~~Financial, Scrutiny and~~ Audit and Risk Committee when dealing with members' standards issues.

Appendix 1 – Job Description for Members of National Park Authorities

Appendix 2 – Job Description for appointed members of the Broads Authority's Navigation Committee

Document updated: Sept 2021

Appendix 1 - Job Description for Members of National Park Authorities²

National Park purposes

Each National Park exists to conserve the natural beauty, wildlife, and cultural heritage of its area, to promote wide public understanding and enjoyment of them and, with others, to seek to foster the economic and social well being of communities in the Park.

Purpose of the role

The overall purpose of the Chair and Members is to ensure that the National Park Authority fulfils the National Park purposes to the full and does so in the way that best suits the special characteristics of the Park. They have a duty to achieve the efficient, effective and accountable governance of the Authority in the best interests of the National Park and to provide leadership, scrutiny and direction for the organisation as a whole in pursuing the aim of sustainable development – balancing and integrating the environment, social and economic considerations. The primary purpose of the role of the Member is to work with the Chair, Chief Executive³ and other Members to discharge the functions of the Authority and to steer and champion the management of the Authority so that it delivers benefits to the nation and its local communities in accordance with National Park purposes⁴.

Key functions:

- act with independent judgement;
- use your skills experience, local, regional and national knowledge for the benefit of the Authority;
- collectively participate in the development of policy direction, strategic thinking and innovation within the Authority, through the development of management policy, business plans and participation in the activities of the Authority's Working Groups⁵;
- independently scrutinise the workings and policies of the Authority;
- be committed to working in the best interests of the National Park;
- influence the Authority to help it come to informed and balanced decisions;
- seek clarification of policy and action proposals if appropriate;
- challenge proposals that exceed or go against the statutory purposes of the Authority;

² Reference to National Park Authority includes for this purpose the Broads Authority, which was established under its own Act of Parliament and has a third duty to protect the interests of navigation.

³ National Park Officer in some parks and Chief Executive in others.

⁴ In the case of the Broads Authority this includes the third purpose: to protect the interests of navigation

⁵ Note: A member's role is not to micro-manage the Authority; staff are employed to run the business of the Authority, but performance information needs to be available so that members could be certain that Authority is delivering against its approved plans.

- accept collective responsibility for the decisions of the Authority;
- approve and monitor programmes to implement the Authority's policies;
- contribute opinions and advice from local, regional and national perspective;
- work with Members, staff and stakeholders to apply the principles of sustainable development and the principles of National Parks⁶ to all decision-making;
- be an ambassador for the National Park;
- Help to promote the profile and effectiveness of the Family of National Parks both through the work of your own Authority, cooperative action such as peer support and peer review and cooperation with the work of Defra, Natural England and the Association of National Park Authorities/English National Park Authorities Association.

In order to achieve this, Members will be expected to:

- attend and contribute to regular meetings of the Authority, its committees and working groups and raise issues of concern through the established procedures and mechanisms adopted by the Authority;
- read and understand, and seek clarification where necessary from Lead Officers, of briefing material provided for meetings so that you will be properly prepared for any debate on issues across the full range of the Authority's responsibilities ;
- champion and represent the Authority as an effective mechanism for promoting conservation of the Park's natural beauty, wildlife and cultural heritage, increasing public understanding and enjoyment of its special qualities and maintaining the social and economic well being of local communities; and in the case of the Broads Authority, protecting the interests of navigation;
- attend appropriate training courses, briefing sessions and events arranged or sponsored by the Authority and the Association of National Park Authorities;⁷
- adhere to the Standards of Conduct, Accountability and Openness of the National Park Authority;
- embrace the Government's programme for Implementing Electronic Government.

There will be opportunities to:

- serve on committees and working groups dealing with particular issues affecting the National Park;
- champion or lead a specific area of the Authority's work;

⁶ Note: the Sandford Principle does not apply to the Broads Authority which has three duties under the Norfolk and Suffolk Broads Act 1988

⁷ In the case of the Broads Authority this will include training in relation to the Authority's role as a navigation authority.

- talk about the work of the Authority to local community groups;
- learn about the National Park and other protected landscape matters on field visits and fact finding tours;
- meet other people responsible for National Park matters.

Performance measurement

The Government, with the English National Park Authorities Association, is working up ideas for measuring the effectiveness of Authorities and their individual members. In the meantime, the following proxy measures provide a starting point for members and others to gauge the contribution which they are making to the life of the Authority.

- Attendance at main Authority meetings: The measure being the % of full Authority meetings and approved duties actually attended which that member could have attended.

Target: at least 75% and 75% of each specific meeting

Purpose: to monitor participation and commitment.

- Representation of the Authority at approved external meetings and events.

Purpose: to ensure an even distribution of workload, and to monitor this workload in line with 'reasonable expectations' of time commitment.

Appendix 2 - Job Description for appointed members of the Broads Authority's Navigation Committee

Role of the Navigation Committee

The Broads Authority's Navigation Committee has an important role, ~~recently~~ reinforced and agreed with the national boating organisations as:

“to act as a scrutiny and advisory committee in relation to the navigation, consulted in advance on all matters of significance to navigation and with the facility to have delegated to it navigation functions but with no obligation for this to happen. This leaves the Authority and, so far as functions are delegated to them, its officers, with the full executive function but with improved accountability, recognising that the Navigation Committee has an important role in advising upon, facilitating and scrutinising the activities of the Authority in relation to its role as a navigation authority.” (Appendix 3, paragraphs 1.6 and 1.7 of the agreement with the Royal Yachting Association and the British Marine Federation)

Membership

Appointments to the Navigation Committee are made by the Broads Authority, either directly from its own membership or after consultation with other bodies. The Committee ~~has~~ ~~consists~~ ~~of~~ thirteen members, five appointed from among members of the Authority, and eight ~~others~~ appointed following consultation with various navigation interests (see for details Appendix 1 see Annex 1).

Section 9 of the Broads Act sets out the framework for the Navigation Committee. The membership was reduced by the Authority in 2005 and is as set out below.

- 2) The Navigation Committee shall consist of thirteen members appointed by the Authority.
- 3) Five of the members of the Navigation Committee shall be appointed by the Authority from among the members of the Authority.
- 5) Of the other eight members of the Navigation Committee, all of whom shall be appointed from among persons who are not members of the Authority—
 - a) two shall be appointed after consultation with such bodies appearing to the Authority to represent the owners of pleasure craft available for hire or reward as it considers appropriate;
 - b) one shall be appointed after consultation with such bodies appearing to it to represent nationally the owners of private pleasure craft as it considers appropriate;
 - c) one shall be appointed after consultation with such bodies appearing to it to represent the owners of private pleasure craft which use any part of the Broads as it considers appropriate;

- d) two shall be appointed after consultation with such bodies appearing to it to represent persons who are likely to be required to pay ship, passenger or goods dues imposed by it as it considers appropriate;
- e) one shall be appointed after consultation with such bodies appearing to it to represent other users of the navigation area as it considers appropriate; and
- f) one shall be appointed after consultation with the Great Yarmouth Port Authority.

Job description

This job description and person specification is for the eight members of the Navigation Committee appointed after consultation with other bodies. ~~who are not members of the Authority.~~ There is a separate job description for Broads Authority members, ~~already have a job description~~ prescribed by the Secretary of State.

Key Functions of the Appointed Members to the Navigation Committee ~~As a Navigation Committee member, your role is to:~~

- provide advice to the Authority in relation to its navigation functions, ~~so that it can come to make~~ informed and balanced decisions;
- scrutinise the Authority's workings processes and policies ~~of the Authority~~ in relation to its navigation functions;
- represent the interests of users of the navigation at ~~meetings of the~~ Navigation Committee meetings;
- act with independent judgement;
- use your skills, experience, and knowledge for the benefit of the Authority; and,
- be committed to working in the best interests of the Broads.

To achieve this, ~~appointed Members of the Navigation Committee~~ you will be expected to:

- attend and contribute to at least 75% of the ~~meetings of the~~ Navigation Committee meetings each year (July to June), and raise issues of concern through the established ~~procedures and mechanisms~~ processes adopted by the Authority;
- read, ~~and understand, and seek~~ ing clarification from officers where necessary ~~from Lead Officers, of reports and other~~ briefing material provided for Navigation Committee meetings so ~~that you will be~~ properly prepared for any debate on issues across the full range of the Authority's navigation responsibilities;
- adhere to the ~~authority's~~ Authority's Code of Conduct for Members and the general standards expected from those in public office.

Person specification

Successful candidates will:

- have a good knowledge of the Broads and its special qualities
- have a good knowledge of the Broads navigation area and ~~current~~ relevant issues, ~~have a good knowledge of~~ the varied recreational uses of the Broads, ~~and have a good knowledge of~~ the boating industry and the ~~current~~ issues boating the companies face;
- be able ~~an ability~~ to think independently, and be able ~~to~~ to see more than one side to every argument and take a balanced view;
- have excellent interpersonal and communication skills;
- be ready to contribute to discussions on how the Broads is managed for the benefit of local people, visitors who come to enjoy it, and ~~for~~ the nation as a whole;
- have some understanding of how committees work together to reach decisions, or be prepared to undergo basic training in this ~~kind of~~ activity;
- be able to take on board briefing material relating to issues affecting the Broads and its communities, draw conclusions from it, and use it effectively in discussion;
- be able to attend the meetings of the Navigation Committee and occasionally ~~ly~~ other events associated with the management of the Broads.

It is desirable, though not essential, that successful candidates will:

- be a ~~current~~ toll payer;
- be able and willing to exercise a representative role on behalf of users of the navigation area; and,
- be able to contribute on specific areas of competence and expertise such as navigation safety, accountancy, business management and maintenance of the navigation.

Term of office

A term of office for an aAppointments ~~and or~~ re-appointments to the Navigation Committee is ~~will be made~~ for four years, with a maximum aggregated term of ten years (two four-year terms and, in exceptional circumstances, a further two-year term agreed by the Broads Authority).

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