

Broads Authority

Agenda 15 May 2026

10.00am

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

John Packman, Chief Executive – Friday, 08 May 2026

Under the Openness of Local Government Bodies Regulations (2014), filming, photographing and making an audio recording of public meetings is permitted. These activities however, must not disrupt the meeting. Further details can be found on the [Filming, photography and recording of public meetings](#) page.

Introduction

1. To receive apologies for absence
2. Chairman's announcements and introduction to public speaking
Please note that public speaking is in operation with the Authority's [Public participation at meetings scheme](#)
3. **Appointment of two co-opted members to the Broads Authority** (Pages 5-6)
4. Introduction of members and declarations of interest (see [Appendix 1](#) to the Agenda for guidance on your participation having declared an interest in the relevant agenda item)
5. To note whether any items have been proposed as matters of urgent business
6. Public question time – to receive questions raised by members of the public
7. **To receive and confirm the minutes of the Broads Authority meeting held on 27 February 2026** (Pages 7-21)
8. **Summary of actions and outstanding issues following decisions at previous meetings – to note the schedule** (Pages 22-29)

Strategy and policy

9. **Strategic priorities – Update May 2026** (Pages 30-40)
Report by Head of Governance
10. **Financial performance and direction** (Pages 41-67)
Report by Director of Resources
11. **Draft Annual Business Plan 2026/27** (Pages 68-98)

Report by Head of Governance

12. **2025/26 Health and Safety Review and internal audit recommendations** (Pages 99-106)
Report by Head of Safety Management
13. **Broads Authority Landscape Character Assessment Supplementary Planning Document**
(Pages 107-110)
Report by Heritage and Design Manager

Governance

14. **Annual Summary of formal complaints 2025/26** (Pages 111-115)
Report by Head of Governance
15. **Standing Orders Relating to Contracts – review and annual report on requests to waive standing orders in 2025/26** (Pages 116-120)
Report by Director of Resources
16. **Annual Report of the Standards Committee** (Pages 121-123)
Report by Head of Governance
17. **Appointment of Monitoring Officer - May 2026** (Pages 124-126)
Report by Chief Executive
18. **Creating a framework for Member engagement with operational staff** (Pages 127-130)
Report by Head of Governance
19. **Proposed amendment to Member Code of Conduct – interests of Navigation Committee members** (Pages 131-145)
Report by Head of Governance
20. **Member training** (Pages 146-150)
Report by Head of Governance

Reports for information

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

Minutes to be received

22. To receive the minutes of the following meetings:

[20 February 2025 - Standards Committee](#)

[25 November 2025 - Risk, Audit and Governance Committee](#)

[22 January 2026 - Navigation Committee](#)

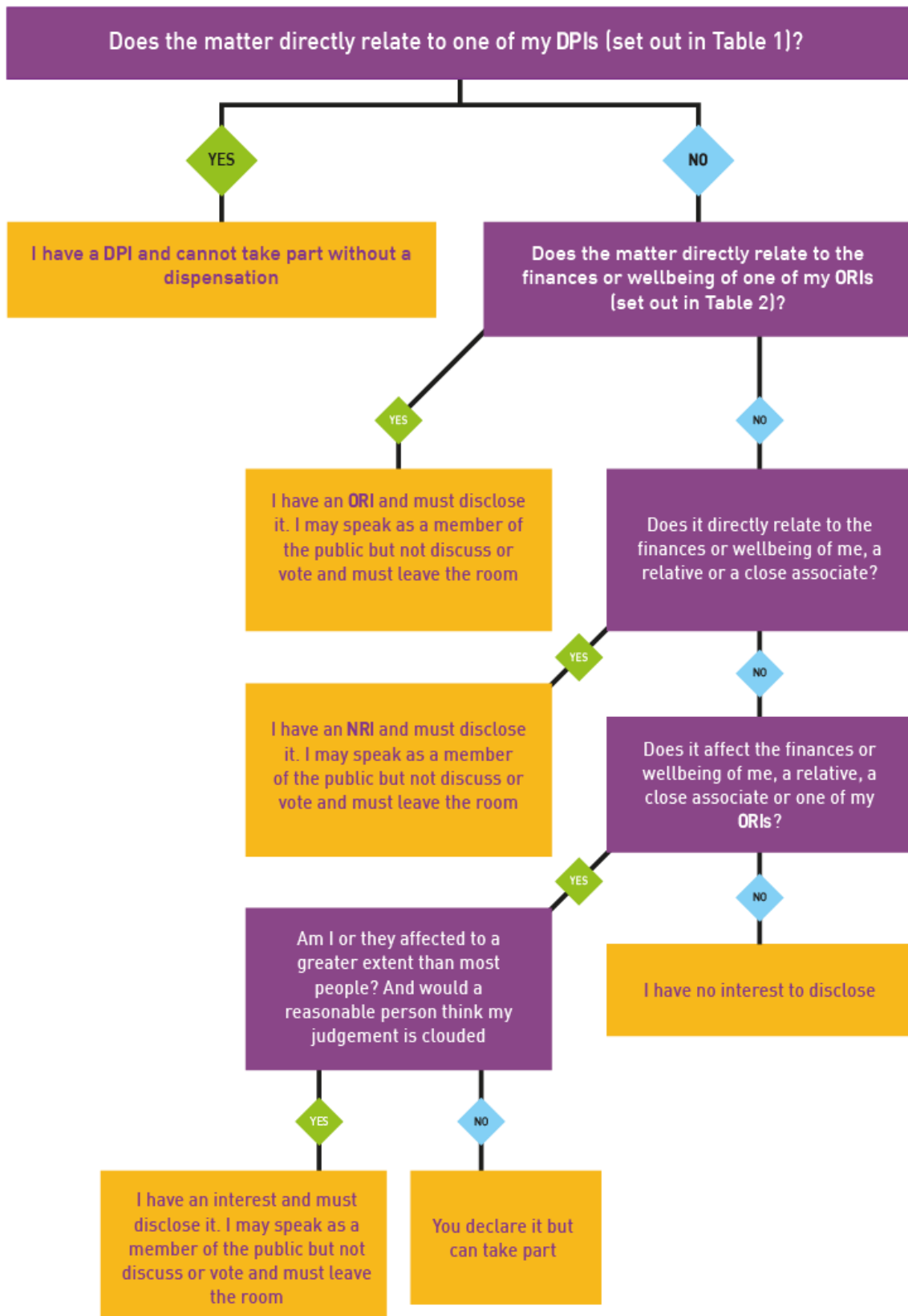
[13 February 2026 - Planning Committee](#)

[10 April 2026 - Planning Committee](#)

23. 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
24. To answer any formal questions of which due notice has been given
25. To note the date of the next meeting/workshop – **Friday 24 July 2026** at 10.00am at the King’s Centre, 63-75 King Street, Norwich, NR1 1PH
26. 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 Paragraphs 3 and 4 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.
27. **National Park funding** (Pages 151-164)
Report by Chief Executive and Director of Resources/S17 Officer

For further information about this meeting please contact the [Governance team](#)

Appendix 1 – Extract from the Local Government Association Model Councillor Code of Conduct



Broads Authority

15 May 2026

Agenda item number 3

Appointment of two co-opted members to the Broads Authority

Report by Head of Governance

Purpose

The appointment of two co-opted members from the Navigation Committee to the Broads Authority.

Broads Plan context

This is a legislative requirement.

Recommended decision

In line with the recommendation of the Navigation Committee, to appoint Peter Dixon and Alan Goodchild to the Broads Authority for one year to 14 May 2027.

1. Introduction

- 1.1. As set out in [Section 1 of the Broads Act 1988](#), the membership of the Broads Authority includes “two members appointed by the Authority from those members of its Navigation Committee (established under section 9 of this Act) who are not already members of the Authority.”
- 1.2. At its meeting on 20 March 2015, the Authority agreed that the term of appointment of the two co-opted members of the Navigation Committee to the Broads Authority should be on an annual basis. The current appointments expire on 15 May 2026.
- 1.3. In accordance with [Schedule 4 section 4\(3\)](#), “The (Navigation) Committee shall elect a chairman from among those of its members who are members of the Authority and may, if it thinks fit, appoint one of its members to be vice-chairman.”
- 1.4. On this basis, the Chair of the Navigation Committee **must** be one of the two members appointed to the Authority, if they are not already a Broads Authority member.

2. Co-opted members to be appointed

- 2.1. At its meeting on 16 April 2026, the Navigation Committee appointed Alan Goodchild as Chair of the Navigation Committee and Peter Dixon as Vice-Chair. The Navigation Committee also recommended that both these members be appointed as the two co-

opted members to the Broads Authority for one year, until 14 May 2027 (Note: the end date is subject to the member remaining qualified. For example, if the Chair of the committee changes in April 2027 or the member ceases to be a member of the Navigation Committee).

Author: Lorraine Taylor

Date of report: 17 April 2026

Background papers: None

[Broads Plan](#) strategic objectives: n/a

Broads Authority

Minutes of the meeting held on 27 February 2026

Contents

1.	Welcome and apologies	3
	Openness of Local Government Bodies Regulations 2014	3
	Apologies	3
2.	Chairman’s announcements	3
3.	Introduction of members and declarations of interest	3
4.	Items of urgent business	3
5.	Public question time	3
6.	Minutes of last meeting	4
7.	Minutes of extraordinary meeting	4
8.	Summary of actions and outstanding issues	4
9.	Strategic priorities – update for 2025/26 and draft strategic priorities for 2026/27	4
10.	Budget 2026/27 and Financial Strategy	6
11.	Capital, Treasury and Investment Strategy	7
12.	Climate Action Plan	8
13.	Strategic Planning: Broads Plan timetable and NSIP process	9
14.	Capital Expenditure – Update	10
15.	Committee timetable of meetings	11
16.	Whitlingham Charitable Trust – appointment of Trustees	12
17.	Items of business raised by the Designated Person in respect of the Port, Marine Facilities and Safety Code	12
18.	Member report on outside bodies – Norfolk RAMS Board	13
19.	Minutes to be received	13
20.	Other items of business	13
21.	Formal questions	13
22.	Date of next meeting	13

Please note these are draft minutes and will not be confirmed until the next meeting.

23. Exclusion of the public	13
24. Exempt Minutes of extraordinary meeting	14
Appendix 1 – Declaration of interests: Broads Authority, 27 February 2026	15

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Please note these are draft minutes and will not be confirmed until the next meeting.

Present

Harry Blathwayt – in the Chair, Stephen Bolt, Peter Dixon, Andrée Gee, Alan Goodchild, Tony Grayling, Gail Harris, Heather Hilburn, Tim Jickells, Curig Johnston, Leslie Mogford, Tim Munday, James Reeder, Matthew Shardlow, Vic Thomson, Fran Whymark.

In attendance

John Packman – Chief Executive, Emma Krelle – Director of Resources, Rob Rogers – Director of Delivery, Dan Hoare – Head of Operations, Harry Mach – Sustainability Manager, Joseph Balaam – Governance Officer, Lorraine Taylor – Head of Governance.

1. Welcome and apologies

The Chair welcomed everyone to the meeting.

Openness of Local Government Bodies Regulations 2014

The Chair explained that the meeting was being audio-recorded. All recordings remained the copyright of the Broads Authority and anyone wishing to receive a copy should contact the Governance Team. The minutes remained the record of the meeting. He added that the law permitted any person to film, record, photograph or use social media in order to report on the proceedings of public meetings of the Authority. This did not extend to live verbal commentary. The Chair needed to be informed if anyone intended to photograph, record or film so that any person under the age of 18 or members of the public not wishing to be filmed or photographed could be accommodated.

Apologies were received from James Harvey, Tristram Hilborn, Martyn Hooton, Siân Limpenny, Gurpreet Padda

2. Chairman's announcements

The Chair confirmed that there was no change to the order of the agenda and that no members of the public had registered to speak.

3. Introduction of members and declarations of interest

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

4. Items of urgent business

There were no items of urgent business.

5. Public question time

No public questions had been received.

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6. Minutes of last meeting

The minutes of the meeting held on 28 November 2025 were approved as a correct record and signed by the Chair.

7. Minutes of extraordinary meeting

The minutes of the extraordinary meeting held on 19 December 2025 were approved as a correct record and signed by the Chair.

8. Summary of actions and outstanding issues

Members received the latest summary of actions and outstanding issues following decisions at previous meetings. The Chief Executive said there were no further updates to the report.

The report was noted.

9. Strategic priorities – update for 2025/26 and draft strategic priorities for 2026/27

Members received the report of the Head of Governance. The Chief Executive (CE) said that the report comprised of two key parts; the first part being an update on the current strategic priorities, and the second a draft of priorities for the upcoming year. The CE said there were quite a few priorities in the draft plan but deemed them all worthy of inclusion. The CE emphasised that a priority had been included that addressed navigation in response to a previous suggestion from one of the Members.

A Member commented that the focus on climate change in the report was too focused on future initiatives, and the Member hoped wider aspects of climate change would be considered. The CE said this was worth consideration in any future updates to the plan.

A Member said nature recovery was not reflected strongly enough in the report and had hoped this would be an ongoing priority. The CE said there were a number of priorities which were not included in the list of priorities that would be reported back to Members at each Broads Authority meeting, however, this was an ongoing priority.

A Member commented that the DEFRA priority of “Access for All” was entirely focused on physical access and did not include a socio-economic perspective. The CE said challenges had been created from the uncertainty around grant funding and it had been difficult to represent all the priorities and actions of the Authority into the report. The CE confirmed funding would be made available to address the “Access for All” priority which would enable the authority to look beyond physical access. A Member agreed that the importance of socio-economic access should not be understated as to ensure all people could enjoy the Broads.

A Member asked if there was any danger that the Authority’s strategy could be compromised should DEFRA change their priorities. The CE said the Authority had to be increasingly mindful of ministers priorities and expected focus would be on 30by30 and biodiversity issues. The CE advised Members that a draft grant agreement had been received from Defra, but was

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expecting some amendments before the final agreement was received. Defra priorities would be included in the final agreement and the CE said that he expected 30by30 to be included having recently attended a presentation on this. The CE added that the Authority's responsibilities were vast and the purpose of the strategic priorities was to inform Members of the Authority's progress on these throughout the year.

A Member agreed that all of the Authority's aims could not be included in the strategic priorities for 2026/27 and emphasised that this was only a one-year priority list. Consequently, the Member was not too concerned that some priorities had not been included. The Member commented that some of the draft priorities had been included in previous priority lists and had under-delivered due to funding issues. The CE said the Authority had delivered on a number of their more ambitious priorities over the last year but said a reduction in funding had impacted the Authority. The CE further noted that due to this, the Authority had been heavily reliant on partners on issues such as biodiversity, who were also struggling. The Member suggested an alternate category in future reports in which priorities would be added but delivery would depend on resource availability. The CE appreciated the ambition of the Members but emphasised the issue of resource availability. The CE hoped to bring a report to the May meeting which would address some additional aims.

A Member suggested future reports should include a traffic light system in which priorities that lacked resource availability would be included and acknowledged and asked for the thoughts of the CE on AI driving efficiency in future and questioned the ethical aspects of this. The CE said the Authority had an AI policy which included how AI could be used and which applications were supported by the Authority. The Director of Resources (DoR) said the Authority would be financially limited in the implementation of AI and no firm decisions had been made about any specific system to be used at present. The DoR acknowledged that planning was one of the areas that was considered to be benefitted by the use of AI. The Member agreed that future exploration into the use of AI would be beneficial.

A Member requested that socio-economic access be included in the agenda of the Broads Local Access Forum for further discussion. The CE acknowledged the issues raised by Members and committed to including biodiversity, access for all and the wider climate issue in a report which would be brought to the committee at a later date.

A Member asked if there was a large project the Authority would like to undertake but did not have the resources to do so. The CE said the Authority was not heavily engaged in species specific programmes. The Authority was reliant on volunteers for this but further engagement was not possible at this time due to the lack of available resources and staffing. A Member said this was a good example and commented that it would be useful if a future report could identify projects that would address the biodiversity issues raised by Members. The CE said a workshop with Broads Authority Members had been suggested by the Risk, Audit and Governance committee that would address some of these issues before the May meeting. The DoR said that the strategic priorities for 2026/27 were required by Defra to enable the first quarter of the National Park Grant to be paid in April.

Stephen Bolt proposed, seconded by Peter Dixon

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It was resolved unanimously to approve the draft strategic priorities for 2026/27, with the inclusion of socio-economic access to 'access for all', additions to the response to climate change priority, and the inclusion of 30by30 in the final Strategic Priorities list for 2026/27.

10. Budget 2026/27 and Financial Strategy

The Members received the report of the Director of Resources (DoR). The DoR said the report covered two items, actuals up to the end of December 2025 and the draft budget for 2026/27. At the time of writing the report the January figures were not available, but would be provided in a verbal update. Table one now showed a total favourable variance of £1,329,998 which was a reduction of £919,648 when compared to December figures. This was in part due to timing issues with the National Park grant between December and January. There were no changes to Table 2 and 3. Table 4 contained the earmarked reserves which had reduced to £3,655,976 due to expenditure taking place, a reduction of £94,493.

The DoR confirmed the letter of intent from DEFRA had been received on 26 February 2026 which stated the intended funding allocation to the Authority. This would be confirmed in the Grant Funding Agreement which was due to be received before the end of March. The budget had been based on flat cash from DEFRA for revenue and capital, as well as a 3.5% increase in tolls. The DoR said paragraph 7.3 highlighted factors taken into consideration which included the assumption of pay increases over the next three years. Pay accounted for 62% of the consolidated expenditure, which was a reduction compared to previous years following the restructure; this figure was 74% last year.

Table 6 provided an overview of the 2026/27 budget. This table did not include £135,478 of funding from DEFRA for access, however this would not affect the net position if it were included. The DoR highlighted staff pay as the common increase in expense among all directorates. Table 7 detailed central costs and compared the forecast of 2025/26 to the 2026/27 and 2028/29 budgets; National Park remained high due to the capital grant expenses. The DoR said staff vacancies could lead to forecast adjustments, which was set out in the key assumptions. The DoR emphasised that all vacancies would still require management team justification and approval.

The DoR highlighted that the consolidated deficit was mainly on the National Park side which would be funded by the General (National Park) reserve. In comparison, navigation showed a surplus of £75,000. The DoR emphasised that the Navigation reserve remained at 11.2%, above the minimum level. Despite the deficit on the National Park side this also remained above the minimum level. The Navigation surplus could be lowered by changes to boat numbers outside the forecast reduction.

A Member asked for clarification on paragraph 13.4 of the report regarding income production from recharging staff time to projects and asked if income could be grown by this method. The DoR said any additional projects where staff time was currently recharged to projects was consumed in the National Park and Navigation reserves. By putting this in the earmarked reserves it would highlight to members the additional monies generated from staff recharges on projects. This would also make it more easily available to spend on additional

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projects in the future. The DoR confirmed staff recharging to projects was not a new approach but would instead be presented differently in future.

The CE thanked the DoR and acknowledged the challenge presented by uncertainty and last-minute capital funding updates.

Gail Harris proposed, seconded by Tim Munday

It was resolved unanimously to:

- i. Note the actual income and expenditure figures and prudential indicators**
- ii. Adopt the:**
 - a) 2026/27 Budget, including the endorsement of assumptions applied in the preparation of the Budget; and**
 - b) Earmarked Reserves and Financial Strategy for the period 2026/27 to 2028/29**
- iii. Agree the recommendation set out in paragraph 13.4 to create a new earmarked reserve to make available in future years funds generated from staff time recharged to externally funded projects.**

11. Capital, Treasury and Investment Strategy

The Members received the report of the Director of Resources (DoR). The DoR said the Risk, Audit and Governance committee had reviewed this report and supported the recommendation to the Broads Authority. The DoR highlighted a long-term ambition to look at treasury advisers which had yet to be fulfilled due to other work commitments. The DoR said this ambition remained and any employment of treasury advisers would require a change to the risk appetite in the strategy, which would consequently need Members' approval. The DoR advised the Authority was looking at dates to arrange a workshop for Members to discuss options around capital expenditure following the receipt of the DEFRA letter of intent.

The DoR highlighted section 2.6 of the report, specifically the Minimum Revenue Provision (MRP) Policy. The audit of the 2024/25 statement of accounts noted that this was not officially documented. This was addressed in section 4.3 to 4.6 of the strategy.

A Member queried the capital investment strategy and sought further clarification. The DoR said the strategy included the £1,400,000 capital and was broad in detail. These details would be discussed at management group and later in a Members workshop following set criteria from DEFRA. The options raised during these discussions would be presented in a report to this committee at a later date.

The Chief Executive (CE) confirmed that the letter of intent from DEFRA detailed a three-year capital allocation of which a discussion would be required to allocate expense over the next three years in order to make the most positive difference. The CE emphasised that the capital funds allocated annually would need to be spent by the end of each financial year and

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suggested the possibility of larger projects that could be delivered in part over the next three years.

A Member asked if the Authority could invest more aggressively if funding were to be confirmed over a three-year period. The CE said this would not be possible as the sale of any grant funded capital items would revert to DEFRA. The DoR advised years two and three of the capital grant were indicative and could be changed by DEFRA.

Matthew Shardlow proposed, seconded by Gail Harris

It was resolved unanimously to adopt the Capital, Treasury and Investment Strategy.

12. Climate Action Plan

The Members received the report of the Sustainability Manager (SM). The SM thanked those who responded to the consultation process in December and advised the Climate Action Plan was a requirement following the Authority's commitment to Race to Zero. The SM advised this plan was proposed to run until 2027 and the targets included within the plan would be posted onto the Authority's website.

A Member sought further clarification around figure 2 and asked if the estimations reflected emissions at Cantley. The SM said there had been an error in the chart presentation as the bars were not properly stacked and should show a decrease. The SM confirmed that the Broads would be the only National Park with positive greenhouse gas emissions by 2050 largely due to being a wetland park. On a 100-year timeline such wetlands would still expect to be a slight net source of emissions due to the generation of methane and drawing down carbon dioxide. Consequently, the SM confirmed this was not due to any emissions at Cantley. The SM commented that British Sugar had made a number of investments to reduce the carbon footprint of the Cantley factory and good progress had been made over the last decade.

A Member thanked the SM and praised the progress made. The Member supported the proposed targets and said adopting targets was only the first step. The Member would like future versions of the plan to address specific environmental risks within the Broads area and actions that could be taken to mitigate these issues. Finally, the Member asked if any assumptions had been made in the 2040 target. The SM confirmed that the 2040 target assumed that the world would be progressing as expected. The SM provided zero carbon electricity as an example and said the target could not be met if this did not become available. In this respect the Authority would be dependent on international targets being met and would be limited to mitigate environmental impact otherwise. The SM said future plans could explore this link in greater detail.

A Member asked what the most important priority over the next twelve months would be. The SM said that trying to get the pipeline of the peat programme through would be one of the most important things the Authority could do in terms of environmental impact. The SM said the Authority was still awaiting information regarding the availability of funding through Zero Emission Vessels and Infrastructure fund.

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A Member was pleased with the report but sought clarification on the six provided examples in the report. The Member commented that some aspects included in the adaptation section and mitigation section would experience a crossover between the two. The SM said more concrete proposals would be produced following the Broads Futures Initiative and said the categorisations of the aspects were a stylistic choice and acknowledged some would be applicable to both mitigation and adaptation.

Tony Grayling proposed, seconded by Tim Munday

It was resolved unanimously to approve the Climate Action Plan and linking future action plans to the Management Plan cycle.

13. Strategic Planning: Broads Plan timetable and NSIP process

The Members received the report of the Chief Executive (CE) and the Head of Planning. The CE said the report dealt with two aspects; the Broads Plan and two large Nationally Significant Infrastructure Projects (NSIPs) which would require significant input from the Authority. The CE referred members to section 4.1 of the report of which the CE believed there would be a limited number of people who could fill the role as described. The CE suggested a former employee, Andrea Long, take on the managing of these projects for the Authority. The CE advised that Andrea Long had submitted a proposal which the CE believed was cost effective. Consequently, the CE added the recommendation that the Board approve the appointment of Andrea Long to project lead the development and production of the Broads Plan and the NSIP process.

A Member asked if the Authority were receiving funds from the developers. The CE said the Head of Planning had submitted a detailed proposal to Essex and Suffolk Councils for them to fund the required work. The Authority had ambitions to consult with a wide range of people which included specialist consultants. The CE believed the £50,000 listed in the budget was a generous sum and did not expect all of this to be used. The Member asked if negotiation had taken place to ensure the Authority had received the best value for money possible. The CE said the Authority relied heavily on district councils, particularly East Suffolk Council, in which similar figures were put forward.

A Member commented Norfolk County Council possessed expertise which could be utilised by the Authority. The Member expressed discomfort in endorsing the services of Andrea Long without any details being shared with the Members. The CE said Andrea Long had previously been the Head of Planning and was responsible for overseeing the previous Broads Plan and was already familiar with the Authority's stakeholders. The costs for overseeing the NSIP work and the Broads Plan were modest

A Member asked if any funding would be available in supporting the NSIP. The CE said the NSIP would be self-funded. The Head of Planning had costed this based on advice from colleagues in Suffolk. The Broads Plan would be funded via National Park funds of which a nominal £50,000 had been allocated in the budget. The CE advised the NSIP programme

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would last three years and the demands on the Authority would be substantial. Due to this specialist expertise would be required.

A Member was surprised the discussion of this contract had come to the Members and believed this could have been resolved without Members involvement. The Member stated they strongly supported the proposal presented by Andrea Long. The CE said this issue was brought to the committee to allow for transparency in the decision-making process but could have been actioned without the need of approval.

A Member asked for further clarification regarding stakeholder input and who would be involved, specifically in step five of the actions. The Member hoped a wide cross section of input from various groups and demographics. The CE said the Authority had recent positive experience in the development of the Local Plan in engaging young people, parish councils and a wide range of stakeholders. The CE hoped the Authority would build on this work using similar processes.

A Member asked for assurance that procurement processes had been followed. The CE said openness and transparency were the key factors in deciding to bring the decision before this committee. The CE further advised the appointment would be time sensitive and obtaining multiple quotes would cause a detrimental delay to the process. The Member asked if the Authority was seeking exemption from the procurement policy to appoint Andrea Long. The CE said it would be a waiver of standing orders relating to contracts.

A Member was excited for the state of the park report and asked if it would be included in the proposed contract. The CE believed consultants could potentially be sought due to the limited capacity of the Authority. The CE suggested there could be advantages in producing this report independently and commented this process would form part of the £50,000 set aside in the budget.

A Member echoed support for Andrea Long but understood why some Members who had not worked with her were initially sceptical.

Peter Dixon proposed, seconded by Gail Harris.

It was resolved unanimously to:

- i. Adopt the outline timetable and process for the development, consultation and publication of Broads Plan 2028**
- ii. Support the process for the feedback on the Nationally Significant Infrastructure Projects (NSIPs)**
- iii. Approve the appointment of Andrea Long to project lead the development and production of the Broads Plan and the NSIP process.**

14. Capital Expenditure – Update

The Members received the report of the Head of Operations (HO). The HO said the £1,385,000 received as a capital grant in 2025/26 from DEFRA focused on two strands for

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investment; one being innovation, invest-to-save and income generating activities and the other 30by30 biodiversity delivery.

The HO said all purchases in Appendix 1 of the report had been completed and in some cases a waiver of standing orders was needed to secure the purchase of unique items where it was not possible to obtain three quotes. The HO provided the Fen Harvester as an example of this. The HO stated the list contained one major land purchase, five major projects and six purchases of capital items.

The HO highlighted the purchase of land at Mallow Marsh as significant. This was due to the area being in declining ecological condition. As a result of the purchase the Authority had now secured income from the countryside stewardship scheme on this area.

The HO informed Members that the final delivery of electric charging bollards was still outstanding. Capital money received in 2025/26 had paid for bollards, which would be installed the following financial year. Work at the Dockyard had begun and the delivery of solar panels was expected in the week following this meeting.

A Member asked what the water quality monitoring equipment would be used for. The HO said there were two types of monitors; handheld monitors which would detect salinity and track water quality changes, The other was a multi-parameter unit which logged every 15 minutes and would enable long-term tracking.

A Member asked if any feedback had been received from DEFRA regarding the completion of targets across the two strands highlighted in the report. The HO confirmed feedback from DEFRA had not yet been received but workshops with consultants appointed by DEFRA had begun and the process was ongoing.

A Member asked if vessel purchases could be made following the three-year funding allocation. The Chief Executive (CE) said the funds in question were for National Park purposes and any vessel purchases could be made from the navigation earmarked reserves. A Member asked if there were any multi-year projects which could be considered over the funding period. The CE said a discussion would need to take place regarding future capital expense.

The report was noted.

15. Committee timetable of meetings

Members received the report of the Head of Governance (HoG). The HoG advised members a date had been set for online training on Finance and the Statement of Accounts. This would take place on 14 July 2026. This session was for all members to attend. The HoG said the dates for 2026/27 meetings had been based on the meeting schedule for 2025/26.

Leslie Mogford proposed, seconded by Alan Goodchild.

It was resolved unanimously to approve the calendar for 2026/27.

16. Whitlingham Charitable Trust – appointment of Trustees

Members received the report of the Head of Governance (HoG). The HoG said four members were appointed to the Whitlingham Charitable Trust for a period of three years in 2023. One of these members had stepped down in the last year and the three existing members would like to remain with the trust. The Chair of the Trust was agreeable to the reappointment of the three remaining members and the Broads Authority would handle the recruitment process for the new Trustee. The HoG added that the appointed Trustees would be required to produce an annual report which would be presented to the Authority in July.

Alan Goodchild proposed, seconded by Matthew Shardlow

It was resolved unanimously to:

- i. **Agree to the reappointment of Matthew Bradbury; Tracey Brown; and David Diggins as Trustees to the Whitlingham Charitable Trust on behalf of the Authority, for a further period of three years.**
- ii. **Agree to the recruitment of a fourth Trustee for a period of three years.**

17. Items of business raised by the Designated Person in respect of the Port, Marine Facilities and Safety Code

The Director of Delivery (DoD) advised that the 2023/24 audit of the Authority's Port, Marine Facilities and Safety (PMFSC) code recommended the Authority report compliance of its PMFSC to the Maritime and Coastguard Agency (MCA). The MCA window for compliance opens every three years and the DoD advised the Authority was prepared to submit the PMFSC to the MCA.

The DoD advised there was a slight change in April 2025 when the new revised code was introduced and was renamed the Port Marine Facilities Safety Code. The new code had a wider remit, and now included, for example, facilities that possessed a jetty or marina and would not previously have a code, to develop their own. The DoD said that a signed letter from the duty holders was required to be submitted alongside the Authority's PMFSC. The Chief Executive (CE) had sent Members the draft of this letter and commented that the consultants had been impressed with the Authority's work and thanked the Norfolk and Suffolk Boating Association who had been helpful in engaging with sailing clubs and other groups to share information on the new requirements.

A Member asked if the letter would be signed on behalf of the Authority as a whole or specific Members individually. The DoD confirmed the letter did not name Members individually and would be signed by the Chair on behalf of the Authority. A Member commented the letter was well written and shared their support.

Alan Goodchild proposed, seconded by Leslie Mogford

It was resolved unanimously to endorse the letter which the Chair would sign on the members behalf.

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18. Member report on outside bodies – Norfolk RAMS Board

The Members received the report from Tony Grayling (TG). TG said the Norfolk Rams Board oversee the implementation of the Norfolk green infrastructure recreational impact, avoidance and mitigation strategy. This addresses the impact of additional visitors to protected sites across Norfolk. TG praised the work of the Environment Policy Advisor who had helped secure success in the first round of grant funding which would be used to assess the impact on the Broads.

A Member asked if the criteria and scope of RAMS would be impacted by legislative changes around RAMSAR sites. TG said he was unaware of this but commented they currently held the same status as Former European Protected Sites. The chair thanked TG for his report.

The report was noted.

19. Minutes to be received

Members received the minutes of the following meetings:

Navigation Committee – 6 November 2025

Planning Committee – 7 November 2025

Risk, Audit and Governance Committee – 25 November 2025

Planning Committee – 5 December 2025

Planning Committee – 16 January 2026

20. Other items of business

There were no other items of business.

21. Formal questions

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

22. Date of next meeting

The next meeting of the Authority would be held on Friday 15 May 2026 at 10.00am at the King's Centre, 63-75 King Street, Norwich, NR1 1PH.

23. Exclusion of the public

Stephen Bolt proposed, and Tim Jickells seconded.

The Authority **resolved** to exclude the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the following items on the grounds that they involved the likely disclosure of exempt information as defined by Paragraph 1 ,2 and 3 of Part1 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.

The public left the meeting and the recording was suspended.

Please note these are draft minutes and will not be confirmed until the next meeting.

24. Exempt Minutes of extraordinary meeting

The exempt minutes of the meeting held on 19 December 2025 were confirmed and would be signed by the chair as a correct record of the meeting.

The meeting ended at 11:45am

Signed by

Chairman

DRAFT

Please note these are draft minutes and will not be confirmed until the next meeting.

Appendix 1 – Declaration of interests: Broads Authority, 27 February 2026

Member	Agenda/minute	Nature of interest
Peter Dixon	8	Trustee and Chair of the Museum of the Broads. Partner in bid to National Lottery Heritage Landscape Connection Scheme.

DRAFT

Broads Authority

15 May 2026

Agenda item number 8

Summary of actions and outstanding issues following discussions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
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 biodiversity and store water to protect against flooding and drought.</p> <p>Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism; and</p> <p>Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.</p>	<p>September 2022: A member workshop was held on 25 July 2022, and the full report circulated to members. Work is ongoing on the next steps, with a report anticipated for the November Authority meeting.</p> <p>The next phase of Clean Maritime funding, which may allow us to build on the Electrifying the Broads feasibility study, is expected to be announced on 22 September 2022.</p> <p>November 2022: We are working on various possible bids for external funding to support our climate change work, including the Norfolk Investment Framework. Unfortunately the Clean Maritime Competition Phase III was not suitable for the Electrifying the Broads project, so we are exploring other avenues.</p> <p>December 2022: An update report setting out next steps was presented to the Authority Meeting in December. We will hear in early January the outcome of the bids to the Pioneer Places fund and the Norfolk Investment Framework.</p> <p>February 2023: Pioneer Places bid was not awarded. We have a new possibility of funding through the Local Electric Vehicle Infrastructure Fund award, in partnership with Norfolk County Council, that includes funding for electric pillars in the Broads.</p> <p>June 2023: We have had discussions with the Canal & Rivers Trust and Environment Agency to see what joint work can be done on boating electrification. Round 4 of the Clean Maritime Demonstration Competition is expected to open in July 2023, we will reach out to partners to determine if we can submit a bid. We are drafting a tender for the installation of solar panels at the Dockyard. We have</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>launched a consultation with Visit The Broads members to identify opportunities to use funding from the Norfolk investment Framework to support sustainable tourism.</p> <p>September 2023: We are continuing to work with Norfolk County Council on developing a bid under the Norfolk Investment Framework for Sustainable tourism.</p> <p>Unfortunately the Clean Maritime Demonstration Competititon Round 4 has not proved suitable for the Electrifying the Broads project as it does not allow for capital expenditure. The Dockyard solar tender is currently open and will close on 15 September.</p> <p>July 2024: Press release on the National Parks' Race to Zero campaign will be going out this month. Broads Authority has received funding for 3 installations of solar powered cycle pods.</p> <p>November 2024: Planning application for CyclePods at Carlton Marshes Visitor Centre, Salhouse Broad and Reedham Ferry to be considered by the Planning Committee in December.</p> <p>January 2025: Planning application for the CyclePods approved. Minutes of the Planning Committee meeting - 6 December 2024.</p> <p>March 2025: First of the Cycle Pods to be installed at Carleton Marshes on 11 April.</p> <p>September 2025: Three Cycle Pods installed at Carleton Marshes, Reedham Ferry and Salhouse Broad. An additional Pod planned for Beccles Quay.</p> <p>February 2026: Climate Action Plan to 2027 was adopted at the Broads Authority meeting on 27 February 2026.</p> <p>April 2026: No further updates required, and item removed due to duplication with the strategic priorities update.</p>	
'Broads Peat' - A Nature for Climate Peatland Grant Scheme project	23/07/2021	Andrea Kelly	The Broads Peat Project was awarded £785,668 in December 2021 from Defra, as part of the Nature for Climate Peatland Grants Scheme – Discovery Grant which is administered by Natural England. The project budget was revised to £855,831 in December 2022 (the formal Change Control Notice was received from Natural England on 3 January). The project budget was revised to £1,125,831 in April 2023 (the formal Change Control Notice was received from Natural England on 20 April 2023).	<p>Updates up to and including, January 2025 have been archived and are available to read on Summary of Action reports from previous committee meetings.</p> <p>March 2025: Submitted a costed proposal for a 12-month extension of the Lowland Agricultural Peat Water Discovery Pilot project.</p> <p>Finalist in Game Changer category of EDP Clean Green Awards.</p>	31/03/2023

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			<p>Broads Peat was initially expected to close in March 2023 - an extension until 31 August 2023 has been granted. Following the Discovery phase, a restoration grant was awarded for Buttle Marsh on 26 August 2023.</p>	<p>Water Permissions Guide published Design Guide to Support Water Table and Water Resource Management in the Broads National Park.</p> <p>Short film about Restoring Grazing Marshes at Chestnut Farm Protecting Peatlands in the Broads National Park</p> <p>Short film about Wetland Farming at the Horsey Estate Paludiculture in the Broads National Park</p> <p>March 2025: The Authority had been successful in one of the bids for a Water Restoration Fund grant in the amount of ~£200,000.</p> <p>April 2025: The 12-month extension of FibreBroads has been granted (£175,000). Awaiting approval of the 12-month extension of LAPWDP (£78,500). Buttle Marsh amended Restoration Plan, with reservoir removed, submitted to NE for approval.</p> <p>First fibre harvest at Horsey complete and material being sent to UEL and Natural Building Systems for testing.</p> <p>Norfolk and Suffolk Farm Cluster leads visited Horsey.</p> <p>Visited Somerset to discuss and present on peat restoration.</p> <p>Designing peatland fen restoration scheme at Beccles Marsh with Norfolk FWAG and farmers.</p> <p>June 2025: 12-month extension of LAPWDP (£78,500) awarded and work on Beccles Marsh feasibility and engagement underway with owner, farming tenets, Anglian Water, Suffolk County Council, Internal Drainage Board and other stakeholders. Also working on feasibility of water management around Langley Abbey.</p> <p>Reed cleanings from thatching baled and sent to partners (ESG Natural Capital and Woolly Shepherd) to create acoustic panels for use in a suitable location in the Broads.</p> <p>Working with Reed Cutters to assess the extension of reedbed cutting for thatching.</p> <p>August 2025: Preparing for the Broads Floodplain Water Conference in January 2026, alongside a podcast series.</p> <p>At Buttle Marsh, the sluice will be installed by early October, with the windpump due March 2026.</p> <p>An Early Market Engagement response to Defra on future peat restoration has been submitted. The Broads Peat Partnership is being formalised, including work with Beccles Town Council on a new restoration scheme.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Highlights include a bittern at the Horsey paludiculture site, a strong year for wasp spiders, and a new UK record: <i>Stigmatomyces manicatae</i> fungus on the rare fly <i>Ochthera manicata</i>, found during a Norfolk and Norwich Naturalists' Society visit.</p> <p>November 2025: Eight podcast interviews have been completed, and a new peat webpage is currently in development. <i>Funding: Defra – Lowland Agricultural Peat Water Discovery Project (LAPWDP).</i></p> <p>Buttle Marsh Works: The sluice installation has been completed, and the tender for the remaining water management works has been issued. <i>Funding: Defra – Peat Restoration Grant</i></p> <p>Reedbed Expansion: Assessments of potential reedbed expansion sites in Norfolk and Suffolk are ongoing. A liaison visit to the Netherlands with Broads partners is planned for December, and work continues to further develop the BA/ADAS REEDS economic model. <i>Funding: Defra – Paludiculture Exploration Fund (PEF)</i></p> <p>Broads Peat Partnership: The Broads Peat Partnership has now been established. The Partnership's work was presented at the Norfolk Landscapes Conference on 29 October 2025.</p> <p>February 2026: Managing Carbon and Water in Lowland Landscapes Conference received excellent feedback with 140 delegates attending.</p> <p>The Authority unveiled Broadly Speaking, a new podcast series created through a Defra-funded project aimed at building a peatland community and tackling one of the region's most pressing environmental challenges: cutting greenhouse gas emissions from 2,000 hectares of drained peat soils. The podcasts are available on: Spotify; SoundCloud; and Apple Podcasts</p> <p>Applying for funding to install novel low-cost monitoring on Buttle Marsh using a LoRaWAN gateway. Workshop held with Broads IDB about peat and water management. Costing peat restoration projects for future potential bid for Defra funding.</p> <p>April 2026: Our Lowland Peat Water Discovery project has been featured in this week's Defra blog, highlighting its</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>contribution to peatland restoration and water management, just as Defra launches the first call for new Peat Restoration Projects.</p> <p>Improving England’s lowland peat: applications open for the Water Discovery Grant – Environment</p> <p>Buttle Marsh project is complete.</p>	
Haven Bridge	02/04/2024	John Packman	<p>The Great Yarmouth Ports Leisure Users meeting on 2 April had a long discussion regarding the problems with the Haven Bridge. There is a dispute between Peel Ports and Norfolk County Council regarding opening the bridge which is having an adverse impact on commercial and private boat owners based in the Broads.</p>	<p>April 2024: Chief Executive has contacted Norfolk County Council and has been asked to brief the local MP. Awaiting outcome of discussions between Peel Ports and Norfolk County Council.</p> <p>July 2024: Temporary arrangements agreed by Peel Ports and Norfolk County Council have allowed the bridge to open. The Monitoring Officer has written to the Great Yarmouth Port Authority reminding it of its statutory duties.</p> <p>August 2024: Response received from Great Yarmouth Port Authority and meeting to be arranged to discuss Haven Bridge.</p> <p>September 2024: Meeting deferred until after the Port Authority have had their AGM.</p> <p>November 2024: Meeting with users on lifting arrangements on 14 November 2024. Peel Ports proposed that charges be introduced for lifting the bridge and the Port Users Group would formulate a response to that proposal.</p> <p>December 2024: Peel Ports is consulting with the Port Users Group on a proposal to introduce charges for raising the Haven Bridge. The Group has written to the Great Yarmouth Port Authority highlighting Clause 59 of the Great Yarmouth Port and Haven Act 1866 which states that “no charge shall be made in respect of opening the Bridge”. They have also pointed out that the introduction earlier this year of a transit fee on pleasure craft contravenes Clause 113 of the same Act. The Authority is seeking a meeting with the Port Authority and Peel Ports to establish the position.</p> <p>January 2025: Great Yarmouth Port Authority has indicated that the proposed Bridge Lifting Charge "will not be applied for 2025".</p> <p>March 2025: The Chief Executive and Monitoring Officer met with Peel Ports on 19 February and covered a range of issues.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>November 2025: A Port Users Group meeting will be held on 4 December 2025.</p> <p>December 2025: Norfolk County Council has given notice that Haven Bridge would be closed for two weeks from 1 December 2025 to carry out further repairs which included the replacement of barriers and repairs to the paths, parapets, and all timber blocks on the bridge deck.</p> <p>February 2026: Norfolk County Council has given notice that Haven Bridge would be closed for five nights from Monday 9 February 2026 to carry out resurfacing works.</p> <p>April 2026: On 1 April, the Broads Authority was notified by Peel Ports that Haven Bridge was non-operational until further notice. As at 21 April 2026, the bridge was operational.</p>	
Landscapes Connections	24/01/2025	Andrew Farrell	To track the progress of the submission of an expression of interest to the National Lottery Heritage Landscape Connection Scheme and the subsequent development of an initial bid ready for submission at the end of 2025.	<p>January 2025: Members authorised the submission of the expression of interest to the National Lottery Heritage Landscape Connection Scheme.</p> <p>March 2025: Further advice given from senior officers at the Heritage Fund on the timings of development funding application and Expression#LC of Interest. Initial application for development funding to cover officer costs to develop the Landscape Connections Partnership bid being in the next few weeks.</p> <p>April 2025: Work continues to develop the development funding application. This is incorporating recently arising needs to further develop our work to support small local heritage partner's organisational sustainability, which is one of the key funding priorities of the Heritage Fund. We are also having key conversations with partners around the needs to meet our cash-match funding needs next year.</p> <p>June 2025: Continuing to meet with Heritage Fund and partners to scope out overall project. Speaking with potential funders to cover initial match funding requirements for development stage.</p> <p>September 2025: An initial application for resilience funding to the Heritage Fund has been submitted to build capacity to support building the partnership.</p> <p>November 2025: We have been awarded a grant of £129,312 in resilience funding for a project titled "#LC Broads Heritage Partnership: A Vision for the Future". This</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>funding will allow us to bring together the new partnership, through funded officer time, to develop and submit the first round bid to the Heritage Fund. We will be recruiting a new externally funded Partnership Develop Officer to lead in this work. In the first week of Nov. we hosted a visit with the regional director of the Heritage Fund and one of the Senior engagement managers where we discussed our plans for developing our schemes for the programme.</p> <p>February 2026: We have begun delivery of the project and have appointed a Partnership Development Officer to lead on this work. We have also appointed consultants to work with the partnership ,including ourselves, to identify gaps and needs within the partnership, potential funding opportunities and to develop the next phase of funding for the scheme. They will deliver a report evidencing the needs of the partners in the landscape which will be a foundational piece of evidence with our next funding bid. We have continued to meet with the engagment team from the Heritage Fund to discuss the development of our plans for the next phase.</p> <p>April 2026: On March 5th we held our first partnership workshop to begin the co-development of the next phase of theLandscape Connections project. On April 30th we held the second workshop with the partnership. These are funded by the Heritage Fund as part of the the #LC Broads Heritage Partnership: A Vision for the Future" project. Our consultants are identifying new stakeholders for the partnership to help us "Review and expand The Broads Authority's partnership network" which is one of the approved purposes of this funding. They will soon begin 1 to 1 support with selected partners to identify future areas of support to ensure the resilience of the partnership. We are currently developing a new partnership website that will become the digital home of this current Landscape Connections project, and the developing next phase. We are on track to complete this strand of funded work in October 2026.</p>	
Appointment of a Monitoring Officer	25/07/2025	John Packman	At the Broads Authority meeting on 25 July 2025, the Board approved the transfer of the position of Monitoring Officer	November 2025: Since the decision by the Broads Authority, Robert Thomas has resigned from his post and will be leaving the Authority on Friday 5 December. To ensure the	01/12/2025

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			<p>from Jonathan Goolden at Wilkins Chapman to Robert Thomas, Head of Governance as from 12 November 2025.</p>	<p>Authority remains compliant under section 5 of the Local Government and Housing Act 1989, Jonathan Goolden of Wilkins Chapman has agreed to be the Authority's Monitoring Officer. Lorraine Taylor has been appointed Head of Governance as from 8 December 2025 and the plan is that she will in due course take over the role of Monitoring Officer. She has completed her first Monitoring Officer Foundation Course and will take on the Deputy Monitoring Officer position, providing essential continuity during this transition. A Monitoring Officer work program has been developed and this will be handed over to the Deputy Monitoring Officer to implement and maintain.</p> <p>February 2026: Lorraine Taylor has started the Monitoring Officer course and is due to complete this by 27 March 2026.</p> <p>April 2026: Lorraine Taylor has completed the Monitoring Officer course. Appointment of Lorraine as Monitoring Officer is on the Broads Authority agenda for 15 May 2026.</p>	

Date of report: 29 April 2026

Broads Authority

15 May 2026

Agenda item number 9

Strategic priorities- Update May 2026

Report by Head of Governance

Purpose

The report sets out the latest progress in implementing the Authority's annual strategic priorities for 2026/27.

Broads Plan context

The Broads Plan is a key part of the Authority's strategic framework.

Recommended decision

To note the progress in implementing this year's strategic priorities.

Contents

1. Introduction	1
2. Updates	2
3. Financial risks	10
Appendix 1 – 'Golden thread' strategic framework	11

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. In addition, Defra has a requirement for National Park Authorities and the Broads Authority to provide quarterly updates on deliverables against the Business Plan, as part of its grant funding agreement. These update reports on our strategic priorities are used by officers to comply with that requirement.

2. Updates

2.1. The first update on the agreed strategic priorities for 2026/27 is in Table 1 below.

Table 1

Strategic priorities 2026/27 – progress update

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Potentially all</p> <p>1. Start preparation of a replacement Broads Plan to cover the period 2028-2033</p> <p>Aim: To implement the next steps of the Broads Plan preparation.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Broads Plan – start preparation of a new plan to cover the period 2028-2033 (ii) April-July 2026: <ul style="list-style-type: none"> Commission State of the Park Report Prepare report summarising feedback First Broads Plan Partnership workshop Report progress to Broads Authority (iii) August-December 2026 – Draft Broads Plan (iv) January-March 2027 – Consult on emerging draft plan. 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) Consultant appointed to support the process. Letters issued week ending 17 April 2026 to partners, parish councils, local authorities and Natural England on the review of the current plan. (ii) Workshop planning underway (iii) Not yet due (iv) Not yet due 	<p>Chief Executive / Director of Resources</p>
<p>2. Adoption of the Local Plan for the Broads Authority</p> <p>Aim: To facilitate the Local Plan Enquiry.</p>	<p>Status: On Track</p>	<p>Planning Policy Officer</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Milestones:</p> <ul style="list-style-type: none"> (i) Submit plan for Local Plan Inquiry for independent inspection by a local plan inspector. (ii) Receipt of Matters, Issues and Questions. (iii) Examination hearings. (iv) Modifications consultation. (v) Receipt of Inspector’s Report. (vi) Adoption of Local Plan. 	<ul style="list-style-type: none"> (i) Completed 16 February 2026. (ii) Potentially May 2026. (iii) September 2026. (iv) TBC (v) TBC (vi) TBC 	
<p>Protect communities from the dangers of flooding</p> <p>3. Broadland Futures Initiative</p> <p>Aim: Responding to Climate Change and supporting the Broadland Futures Initiative</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Baseline modelling (BFI Product 34) report due in 2026/27 (ii) Appraisal of the flood risk management action pathways using the modelling data and multi-criteria decision analysis 	<p>Status: On Track</p> <p>With two-thirds of the Broads below Mean Sea Level, living, working, and enjoying Broadland depend on flood risk management. The BFI Plan (due for completion in 2028) will be an adaptive pathway which will guide local planning, future decisions and investments, ensuring they are cost-effective, environmentally sustainable, technically feasible, and democratically agreed upon.</p> <ul style="list-style-type: none"> (i) Joint meeting and workshop with Internal Project Team and Elected Members Forum held in April to start the appraisal of the action pathways (ii) TBC 	<p>Director of Delivery</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Improving landscapes for biodiversity and agriculture. Protecting landscape character and the historic environment. Connecting and inspiring communities.</p> <p>4. Landscape Connections</p> <p>Aim: Develop partnership and submit development phase bid to the Heritage Lottery Fund to unlock up to £10m over 10 years.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Deliver and complete initial landscape connections project (#LC Broads Heritage Partnership: A Vision for the Future) by October 2026. (ii) Submit expression of interest to Heritage Fund by Summer 2026. (iii) Submit bid to the Heritage Fund by end of November 2026. 	<p>Status: On Track</p> <ul style="list-style-type: none"> (i) Work continues in the delivery of our initial funding from the Landscape Connections scheme (#LC Broads Heritage Project) which is laying the groundwork for the new partnership and co-creation of initial project ideas. We have held 2 workshops this spring to facilitate the creation of our new vision for the future of Heritage in the Broads, with further workshops booked through the spring and summer. Our consultants have begun to work with organisations across the area in support of this work to further identify and refine the next phase of our Landscape Connections bid. (ii) We have held discussions with investment officers at the Heritage Fund in preparation of submitting our EOI for the next phase of funding. We have begun drafting responses to the EOI form. We continue to work the Heritage Fund on the development of a new cohort of other landscapes which are developing bids to the scheme, as well as with other significant projects also 	<p>Head of External Funding</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
	<p>receiving investment from the Heritage Fund.</p> <p>(iii) We will be able to start on the next step for submission after the EOI stage.</p>	
<p>Responding to climate change and flood risk</p> <p>5. Responding to Climate Change and Nature Recovery</p> <p>Aim: Implement the agreed Climate Action Plan and begin working towards incorporating the next plan in the Broads Plan from 2028.</p> <p>Broads Climate Action Plan, Broads Nature Recovery Action Plan, PLTOF and 30 by 30.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Seek funding through the CDMC and ZEVI programmes for maritime decarbonisation (ii) Continue developing the CyclePods Cycle Charging network (iii) Use GIRAMS, LEVI and other available funding to continue expanding the boat charging network (iv) Report and track progress via the CDP reporting process. (v) Produce a programme of projects that meet wildlife rich habitat and 30 by 30 targets, including working with Broads Biodiversity 	<p>Status: On Track</p> <ul style="list-style-type: none"> (i) Ongoing work to develop partnerships. Further exploration of a project under ZEVI programme and preparation of a new submission under CDMC was approved by Management Team in April 2026. (ii) Identifying funding sources and locations (iii) Next target site is Ludham bridge, pending agreement with EA (iv) Next report due to be compiled in August (v) Produced an EOI project programme for the Broads Biodiversity Partnership (c. £400K), projects will be prioritised to align with the £53K budget for wildlife rich habitat delivery. Following discussion at RAG, a minor amendment was made to our Asset processes to cover land purchase. (vi) Defra final guidance for wildlife rich habitat delivery 	<p>Sustainability Manager / Environment Policy Adviser</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Partners and purchasing land that meets criteria</p> <p>(vi) Identify key projects to take forward within the funding available</p> <p>(vii) Use additional Defra funds to deliver projects, reporting progress through the Broads Biodiversity Partnership</p> <p>(viii) Seek funding through the Peatland Sector Capacity, Lowland Water Fund and Paludiculture and Wetter Farming programmes (2026-2030) for peatland restoration and wetter crops, working with Broads Peat Partnership</p>	<p>received in April and projects prioritised with senior officers, potentially May 2026</p> <p>(vii) Complete and report by end March 2027</p> <p>(viii) Potentially June-Aug 2026</p>	
<p>Access for all</p> <p>6. Access in the Broads</p> <p>Aim: Maximising benefits from Access for All and Active Travel England funding. Deliver the Broads Local Cycling, Walking, Wheeling Infrastructure Plan (LCWIP) in partnership with key stakeholders and the highway authority.</p> <p>Milestones:</p> <p>(i) Produce Active Travel England National Park Capability Fund programme plan (end May 2026)</p> <p>(ii) Identify by end June 2026 key Active Travel Projects to take forward within the funding</p>	<p>Status: On Track</p> <p>(i) Programme plan in production for review by Steering Group on 23 April 2026 and submission to ATE 1 May 2026.</p> <p>(ii) Training under way and Steering Group established to progress and guide ATE NPCF project.</p> <p>(iii) Initial ideas being collated with input from colleagues and the public. Microsoft forms being produced for existing installations to obtain feedback and suggestions for</p>	<p>Waterways and Recreation Officer</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>available, with the inclusion of socio-economic access.</p> <p>(iii) Deliver programme of Access for All projects in line with the funding guidance, reporting progress through the Broads Local Access Forum (BLAF).</p> <p>(iv) April: Increase capacity for ATE Phase Two project management.</p> <p>(v) May: Establish ATE Steering group.</p> <p>(vi) June – December: Focussed active travel community public engagement events.</p> <p>(vii) Review Year 2 and deliver Year 3 Integrated Access Strategy.</p> <p>(viii) Identify and deliver Access for All projects and suitable sites in the Broads.</p> <p>(ix) Early 2027: Produce initial draft design schemes for active travel in the Broads in partnership with key stakeholders and the highway authority.</p>	<p>similar developments (paddlecraft launch; angling platforms). Reporting to BLAF at May meeting.</p> <p>(iv) Active Travel Project Officer role submitted for evaluation.</p> <p>(v) Steering Group established: kick off meeting 23 April.</p> <p>(vi) To be organised when ATPO in position.</p> <p>(vii) Year 2 review commenced.</p> <p>(viii) Identifying projects and creating 3 year plan for delivery.</p> <p>(ix) N/A at this point.</p>	
<p>Protecting the interests of navigation</p> <p>7. Maintenance of the navigation priorities</p> <p>Aim: Ensure the frameworks for decision-making and timely delivery of maintenance works are in place</p>	<p>Status: On track</p>	<p>Head of Operations</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>following consultation with key partners.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Review of the Breydon and lower tidal rivers management plan (5-year consented plan for all waterways management activities). (ii) Develop joint Maintenance Dredge Protocol with Peel Ports (GYHA). (iii) Riverside Tree Management Plan (5-year consented plan) is due for completion in 2026/27. Refresh and finalise next 5 year plan 2027/28 to 2031/32. 	<ul style="list-style-type: none"> (i) Initial consultation with Navigation Committee in April on a suitable approach for channel marking in the lower tidal rivers (ii) Expression on Interest completed. Consultant quotes due by end May. 	
<p>8. Information and Data Management Project</p> <p>Aim: Data migration to a cloud-based platform, improved information governance and compliance thereby moving from legacy on premise software to cloud solutions.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Scope data migration project with Consultants. (ii) Review all data held, delete duplicates and ensure data is removed that we should no longer hold. 	<p>Status: Project at initiation stage</p> <ul style="list-style-type: none"> (i) Met with a consultant on 31 March 2026. Awaiting statement of works for discovery workshops. (ii) Ongoing process being undertaken by ICT support 	<p>Head of ICT</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>(iii) Migrate Tolls documents from the on premise DMS to the cloud.</p> <p>(iv) Migrate the Planning system to the cloud.</p>	<p>staff working with relevant data holders.</p> <p>(iii) Planning for this will be discussed during the discovery workshops mentioned above</p> <p>(iv) Preferred supplier identified. Discussion on data migration is underway; the project will require our planning documents to be moved from on premise to SharePoint online.</p>	
<p>Potentially all</p> <p>9. Devolution and Mayoral Authority</p> <p>Aim: Continue to engage with the Broads Authority's constituent local authorities to make the most of the new governance structure for Norfolk and Suffolk.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Confirmation of board amendments with new unitary councils and DEFRA? (ii) Engagement with the new Mayor? 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) The Government has confirmed plans for local government reorganisation (LGR) in Norfolk and Suffolk. <p>From April 2028, the existing councils will be replaced by three new unitary councils for Norfolk and three for Suffolk. This means the number of constituent local authorities for the Broads Authority will reduce from 8 to 3.</p> <p>It is expected that Parliament will confirm the legal arrangements in the Autumn 2026 with shadow authorities in May 2027 and in full operation from April 2028. Engagement continues with the Local Authorities at CEO and CFO level.</p> <p>At some point in the future consequential changes to the</p>	<p>Chief Executive / Director of Resources</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
	<p>Authority's Board will be made.</p> <p>(ii) Mayoral elections have been delayed from 2026 to 2028 for the new strategic authority for Norfolk and Suffolk.</p>	

3. Financial risks

- 3.1. If the Authority fails to comply with any of its obligations in the Grant Funding Agreement, DEFRA may, at its discretion, reduce, suspend or terminate payments of grant, or require any part or all of the grant to be repaid.
- 3.2. Over-committing to additional work or priorities will have an adverse impact on the budget.

Author: Lorraine Taylor

Date of report: 28 April 2026

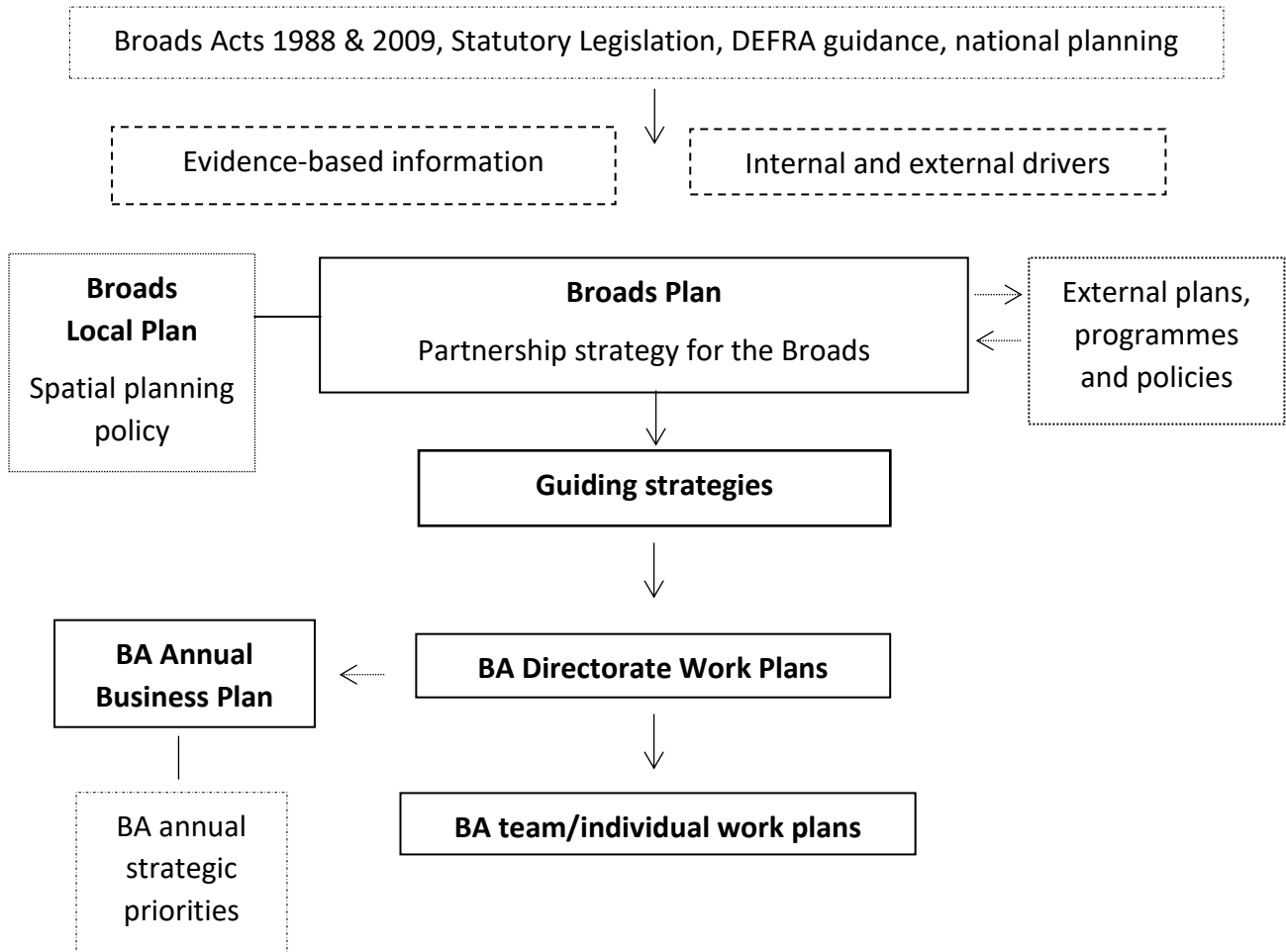
[Broads Plan](#) strategic objectives: All

Appendix 1 – 'Golden thread' strategic framework

Appendix 1 – ‘Golden thread’ strategic framework

Fig. 1

‘Golden thread’ strategic framework



Broads Authority

15 May 2026

Agenda item number 10

Financial performance and direction

Report by Director of Resources

Purpose

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

Broads Plan context

Financial performance underpins all the strategic objectives of the Broads Plan.

Recommended decision

- i. To note the draft income and expenditure figures, prudential indicators in section 6.
- ii. That the recommended carry forward request in 9.2 be approved and added to the 2026/27 budget as additional expenditure.
- iii. To clarify the £25 charge for the notice of contravention letters, in section 10.2.
- iv. To adopt the revised 2026/27 budget, earmarked reserves and the transfer of unspent DEFRA additional funding at the end of 2026/27 to the Medium-Term Planning reserve.

Contents

1.	Introduction	2
2.	Overview of actual income and expenditure	2
3.	Latest available budget	5
4.	Overview of forecast outturn 2025/26	6
5.	Reserves	6
6.	Prudential Indicators	7
7.	Summary	7
8.	Statement of Accounts	7
9.	Carry Forward Requests	8
10.	Notice of Contravention Letters	9
11.	Revised 2026/27 budget	9

12. Budget Amendments	10
13. Earmarked Reserves	11
14. Risk implications	11
15. Conclusion	12
Appendix 1 – Consolidated actual income and expenditure charts to 31 March 2026	13
Appendix 2 – Financial monitor: Consolidated income and expenditure 2025/26	15
Appendix 3 – Revised 2026/27 Budget	26
Appendix 4 – Revised earmarked reserves 2025/26 to 2026/27	27

1. Introduction

- 1.1. This report covers six items, the draft Consolidated Income and Expenditure from 1 April 2025 – 31 March 2026, the draft quarter four prudential indicators for 2025/26, the recommended carry forward requests, the timeline for 2025/26 Statement of Accounts, a clarification on the notice of contravention letters and the revised 2026/27 budget.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 March 2026

Directorate	Latest available budget £	Actual income and expenditure £	Actual variance £
Income	(9,383,878)	(9,288,906)	- 94,972
Delivery	5,631,819	4,633,367	+ 998,452
Resources	3,743,824	3,360,129	+ 383,695
Chief Executive	1,225,060	1,151,902	+ 73,158
Projects, Corporate Items and Contributions from Earmarked Reserves	(998,938)	(86,059)	- 912,879
Net (Surplus) / Deficit	217,887	(229,567)	+ 447,454

- 2.1. Core income is below the budget at the end of month twelve. The overall position as at 31 March 2026 is a favourable variance of £447,454 or a 205.36% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £94,972 within income:

- National Park Grant is £150,790 behind the budget due to the capital grant not being fully spent.
- Hire Craft Tolls is £36,700 behind the budget.
- Private Craft Tolls is £10,867 behind the budget.
- Short Visit and Other Tolls income is £3,428 above the budget.
- Investment Income is £99,957 above the budget.
- An underspend within Delivery relating to:
 - Development Management is £101,499 below the budget due to the pay award being 0.8% less than budgeted and due to a vacancy on the Heritage post. A £50,000 grant has also been received for Digital Planning improvements in March which has been transferred to the Planning Delivery Grant Reserve. There continues to be delays with the Local Plan inspection which is now scheduled for September.
 - Construction, Maintenance and Ecology Salaries is £162,396 below the budget due to the pay award being 0.8% less than budgeted, plus to two Operation Technician posts removed from structure. There has also been an increase in staff recharges to external bodies.
 - Equipment, Vehicles and Vessels is £213,351 below the budget due to capital items that were originally due to be funded from the earmarked reserves being funded from the DEFRA capital grant. There has also been income that has been transferred to the earmarked reserves as a result of selling old equipment and vehicles, this had not been budgeted for.
 - Water Management is £14,090 below the budget due to changes in the work programme with the main reduction in equipment hire.
 - Land Management is £67,804 below the budget due to the sale of the Softrak. This income has been transferred to the Plant, Vessels and Equipment earmarked reserve.
 - Practical Maintenance is £127,284 below the budget due to delays on contractor spend and the Mutford Lock technical review. This review is now no longer required following the works earlier this year. There is also a delay on works starting on mooring maintenance and repairs. Planned contractor work at Marham Bank has been transferred to 2026/27. Grant funding for electric charging has also been transferred to 2026/27.
 - Waterways and Recreation Strategy is £32,385 below the budget due to delays to recruitment for a vacancy which has now been filled.
 - Ranger Services is £190,850 below the budget due to the pay award being 0.8% less than budgeted. There is a delay in the replacement of the Ranger

launch which has been transferred to 2026/27. This has been offset by the overspend in the removal of wrecks.

- Safety is £10,448 above the budget due to a number of smaller overspends across all areas. This includes boat safety, health and safety, oil spill preparedness and pool vehicles.
- Premises is £104,589 below the budget due to the planned works being funded from the National Park Capital grant instead.
- An underspend within Resources relating to:
 - Strategy and Projects is £46,885 below the budget due to underspends in the Natural England funded projects and staff recharges.
 - Biodiversity Strategy is £18,203 below the budget due to staff recharges to externally funded projects.
 - National Park expenditure is £150,790 below the budget due to a number of projects not being delivered by the end of March. DEFRA has given permission where those projects have been completed in April this can be transferred to 2026/27 budget. £43,617 has been repaid following the delays at Acle.
 - ICT is £85,013 below the budget due to the replacement planning system and tolls phase two being transferred to 2026/27.
 - Resources Management is £74,665 below the budget due to restructure resulting in reduced Directors' costs.
- An underspend within Chief Executive relating to:
 - Legal is £29,494 above the budget due to the increased prosecution cases.
 - Governance is £10,913 below the budget due to salary savings following vacancies and reduced members expenses for conferences.
 - Communications is £80,556 below the budget due to two posts being removed from the structure and the pay award being 0.8% less than budgeted. In addition, some expenditure has been transferred to the GIRAMs and National Park capital expenditure creating further savings.
 - Visitor Services is £12,481 below the budget due to income being higher than expected.
- An adverse variance within Projects and Corporate items relating to:
 - Heritage Lottery is £11,680 below the budget due to the development grant received in 2025/26 that was not originally budgeted for.
 - Corporate items is £48,309 above the budget due to the restructure resulting in redundancy payments.

- An adverse variance within reserves relating to:
 - Heritage Lottery is above the budget due to the development grant received in 2025/26 that was not originally budgeted for.
 - Computer Software is above the budget due to the delays to replacement planning system and tolls phase two.
 - Planning Delivery Grant is above the budget due to the additional grant money received and delays on the local plan expenditure.
 - Premises is above the budget due to the planned Dockyard works being funded by the National Park Capital grant.
 - Property is above the budget due to the Mutford Lock technical review no longer being required in this financial year.
 - Plant, Vessels and Equipment is above the budget due to capital expenditure being funded by the National Park Capital Grant.

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 2025/26. 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 2025/26 – deficit	Broads Authority 24/01/2025 Agenda item number 9	173,984
Carry forward requests	Broads Authority 09/05/2025 Agenda item number 10	13,488
Budget adjustments (salary savings, interest rate improvements and removal of sunken vessels)	Broads Authority 09/05/2025 Agenda item number 11	415
Budget adjustments (recruitment of a new CEO)	Broads Authority 25/07/2025 Agenda item number 20	30,000
LAB as at 31 March 2026	n/a	217,887

4. Overview of forecast outturn 2025/26

- 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 are given in the table below:

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit as per LAB	217,887
Adjustments reported 28/02/2026	(278,919)
Increase to Investment income	(7,000)
Forecast outturn surplus as at 31 March 2026	(68,032)

5. Reserves

- 5.1. Items funded from the Property Reserve includes the income from land rental at Oulton Broad and asset management and site maintenance costs. The Plant, Vessels and Equipment reserve contains income from the sale of old equipment. The Planning Delivery Grant has funded costs associated with the Local Plan and officer time. The Catchment Partnership reserve has funded project costs. The Computer Software reserve has funded the work on the Ranger app for the new cloud-based tolls system. The Medium-Term Planning reserve has funded external funding and partnership work.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2025 £	In-year movements £	Current reserve balance £
Property	(851,378)	(21,581)	(872,959)
Plant, Vessels and Equipment	(775,365)	(276,967)	(1,052,332)
Premises	(441,785)	(39,680)	(481,465)
Planning Delivery Grant	(504,364)	71,488	(432,876)
Upper Thurne Enhancement	(282,729)	(21,932)	(304,661)
HLF	0	(11,421)	(11,421)
Catchment Partnership	(76,673)	3,249	(73,424)
Computer Software	(158,363)	(11,924)	(170,287)
Medium Term Planning	(462,504)	41,377	(421,127)
Total	(3,553,161)	(267,391)	(3,820,552)

6. Prudential Indicators

- 6.1. The Capital, treasury and investment strategy 2025/26, approved 14 March 2025, included the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year. The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

Table 5

Prudential Indicators 2025/26

Prudential Indicator	Opening 01/04/25 £	Estimate 31/03/26 £	Q4 Actual (subject to year-end adjustments) £
Capital expenditure	0	1,600,058	1,134,621
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	688,142	606,575	601,094
Debt balance	689,640	608,073	602,592

7. Summary

- 7.1. The figures above will be the basis of the draft Statement of Accounts and excludes the year-end adjustments for transferring of investment income to the earmarked reserves.
- 7.2. The draft surplus on the National Park side is £144,030 and £85,537 on Navigation, resulting in a consolidated surplus of £229,567. At this point in time, the draft reserves are National Park £1,283,000 and Navigation £583,000, however these balances must be noted with caution whilst the remaining year-end adjustments are processed.

8. Statement of Accounts

- 8.1. The timetable for the preparation of the Authority's Statement of Accounts (SoA) is dictated by the requirements of The Accounts and Audit (Amendment) Regulations 2024. The regulations amended the 2015 regulations and provides the reporting deadlines for the audited SoA.
- 8.2. Based on the regulations this year's timetable is provisionally as follows:

- Director of Resources to sign the draft Statement of Accounts by 17 June 2026. The regulations allow for 30-day public inspection to include the first 10 days of July 2025.
- External Audit (Ernst and Young) to start the audit in July 2026 (date to be confirmed).
- Risk, Audit and Governance Committee to scrutinise the accounts on 24 November 2026, and to recommend them for approval to the Broads Authority, subject to any suggested amendments.
- Broads Authority to consider and formally adopt the audited accounts at its meeting on 27 November 2026.

9. Carry Forward Requests

9.1. Budget holders who have not fully spent their individual budget allocations can request that any underspends are carried forward and added to their 2026/27 budget allocation. These requests are reviewed by Management Team prior to requesting member approval. Requests to Management Team must relate to either:

- Projects already underway, that have been delayed by external events; or
- Ring-fenced income that has been provided by third parties and is earmarked for specific purposes.

9.2. Details of the 2025/26 carry forward request is set out in the table 6 below.

Table 6

Carry Forward Requests

Budget Line	National Park £	Navigation £	Total £	Reason for carry forward
Practical Maintenance	0	3,868	3,868	Delayed EU import
Land Management	1,900	0	1,900	Delayed delivery of boat covers
Human Resources	1,724	1,591	3,315	Delayed training and occupation health
Total	3,624	5,459	9,083	n/a

9.3. If members agree the carry forwards the 2026/27 LAB on National Park will increase by £3,624 and Navigation by £5,459 but this will be offset by the underspend in 2025/26.

10. Notice of Contravention Letters

- 10.1. Following the Broads Authority’s decision on 28 November 2025 to introduce a £25 charge for notice of contravention letters it has become apparent that the minutes do not precisely reflect the intention of the charges following queries from the members of the public.
- 10.2. To clarify, after a notice of contravention has been issued by the Rangers and payment has not been made then the tolls office will issue a letter at stage one which will incur a £25 charge. If payment is still not forthcoming, then a second letter will be issued at a further charge of £25. Members are asked to agree this clarification.

11. Revised 2026/27 budget

- 11.1. Since the budget was adopted on 27 February 2026 DEFRA have confirmed that an additional one off £1,720,000 of revenue will be distributed to each of the English National Parks. In addition, the National Joint Council (NJC) has put forward a full and final offer for the 2026/27 pay award of 3.3%. This is subject to acceptance by the unions and is 0.3% above the previous budgeted proposal.
- 11.2. Given the significant changes to the revenue funding this report provides a revised budget for members to consider.
- 11.3. The impact of these changes means that total core income for 2026/27 is budgeted to be £11,256,605, this includes £6,401,251 for National Park Grant and £4,645,354 for Navigation tolls. Net expenditure is budgeted at £11,270,099. This will result in a consolidated budget deficit of £13,494 with the National Park side being balanced through the National Park Reserve. The surplus on the Navigation side will be placed in Navigation reserve at year end and will give the Authority the option to keep toll increases for future years in line with inflation. These revised figures are based on the carry forwards in paragraph 9.2 being approved.

Table 7

Revised 2026/27 Budget

Source	National Park £	Navigation £	Consolidated £
National Park Grant	(6,401,251)	0	(6,401,251)
Navigation	0	(4,645,354)	(4,645,354)
Investment Income	(105,000)	(105,000)	(210,000)
Total Income	(6,506,251)	(4,750,354)	(11,256,605)
Delivery	1,818,837	3,391,731	5,210,568
Resources	4,443,209	1,078,582	5,521,791
Chief Executive	612,019	495,646	1,107,665

Source	National Park £	Navigation £	Consolidated £
Corporate Items	(278,110)	(291,815)	(569,925)
Total Expenditure	6,595,955	4,674,144	11,270,099
Net (Surplus) / Deficit	89,704	(76,210)	13,494
Opening Reserves (Forecast)	(1,283,927)	(583,021)	(1,866,948)
(Surplus) / Deficit for the Year	89,704	(76,210)	13,494
Interest Transfer	63,000	63,000	126,000
Contribution to National Park (General) Reserve	(50,000)	50,000	0
Closing Reserves (Forecast)	(1,181,223)	(546,231)	(1,727,454)

11.4. The forecast opening reserve balances are based on the draft figures above and should be reviewed with high degree of caution due to the number of year-end adjustments required. A verbal update will be provided at the meeting.

12. Budget Amendments

12.1. Table 8 below sets out the adjustments compared to the budget agreed in February.

Table 8

Budget Adjustments

Source	National Park £	Navigation £	Consolidated £
(Surplus) / Deficit budget agreed 27/02/26	92,107	(74,496)	17,611
Carry Forward requests	3,624	5,459	9,083
National Park Grant income (includes 25/26 DEFRA agreed carry forward)	(1,827,173)	0	(1,827,173)
Additional National Park revenue expenditure	1,827,173	0	1,827,173
Investment income - based on interest rates continuing in the short term to remain higher than predicted	(21,500)	(21,500)	(43,000)

Source	National Park £	Navigation £	Consolidated £
Changes in salary assumptions	54,533	15,067	69,600
Replacement to Spirit of Breydon engine	0	28,500	28,500
Digital Planning Improvements	50,000	0	50,000
Pool vehicle maintenance (now no longer leased)	6,700	3,300	10,000
Correction to Insurance split	0	3,200	3,200
Increase to miscellaneous income	(21,000)	0	(21,000)
Increase to Visitor Services income	(24,760)	(12,240)	(37,000)
Increase to Yacht Station expenditure	0	5,000	5,000
Contribution from earmarked reserves	(50,000)	(28,500)	(78,500)
Revised (Surplus) / Deficit budget 2026/27	89,704	(76,210)	13,494

13. Earmarked Reserves

- 13.1. The earmarked reserves have been updated to reflect the year end balances. In addition, the Spirit of Breydon urgently required a new engine. To reduce the impact on the Navigation budget this is to be funded from the Plant, Vessels and Equipment Reserve. Also following the late receipt of the Digital Improvement Grant, which was transferred to the Planning Delivery Grant reserve, expenditure has been added for 2026/27.
- 13.2. Appendix 4 provides an updated earmarked reserve strategy for 2026/27. It should be noted that further year-end adjustments and the transfer of interest will change these balances. Earmarked reserves are now forecast to be £3,698,656 (£1,637,295 navigation) at the end of 2026/27. However, they are likely to increase based on any unspent DEFRA additional revenue funding being placed in the medium-term planning reserve to fund expenditure in years two and three.

14. Risk implications

- 14.1. The corporate risk register identifies both loss of income and budget overspends. The adjustments above have been offset by additional income and reduces those risks. At this stage it is too early to tell whether the predictions made for a further reduction in the number of boats in 2026/27 will transpire. At this stage of the year the toll income is as expected.

15. Conclusion

- 15.1. The revised budget takes into the account the latest pay ward negotiations and the updated settlement from DEFRA. The three-year indication from DEFRA means the Authority can plan with some certainty over the years until 2028/29.
- 15.2. Whilst National Park side of the budget is running at a deficit this will be balanced via the National Park (General) reserve this is sustainable in the short-term following the action taken by the board for a restructure in 2025/26. The reserve balance is forecast to be 17.9% of net expenditure and is above the recommended minimum.
- 15.3. For the Navigation side of the budget the surplus will be placed in Navigation reserve and continue to maintain the reserve above the 10%. the impact of cost increases, including fuel should not be underestimated and its effect on purchasing materials and services. The reserve balance is forecast to be 11.7% of net expenditure and is above the recommended minimum.

Author: Emma Krelle

Date of report: 03 May 2026

[Broads Plan](#) strategic objectives: All

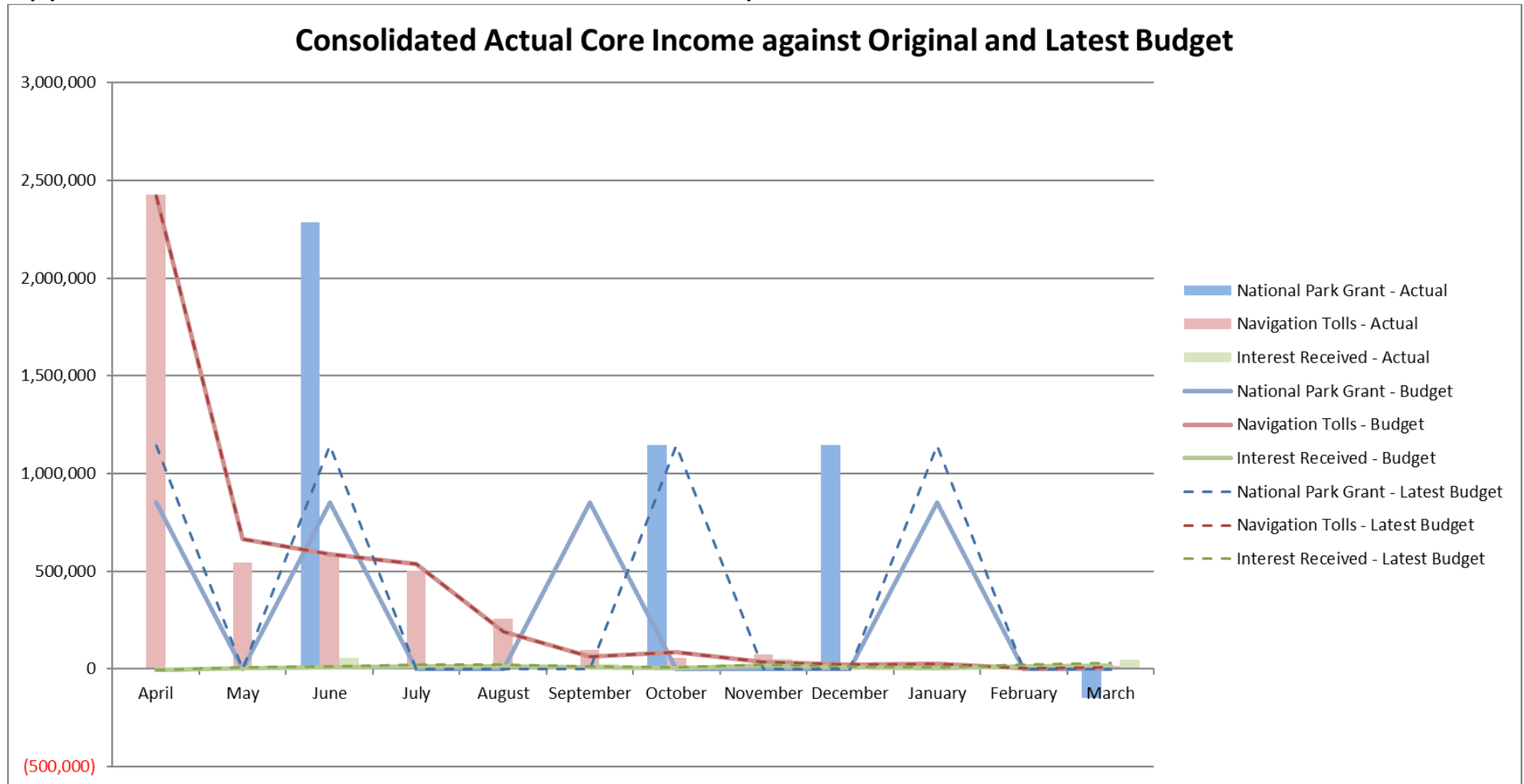
Appendix 1 – Consolidated actual income and expenditure charts to 31 March 2026

Appendix 2 – Financial monitor: Consolidated income and expenditure 2025/26

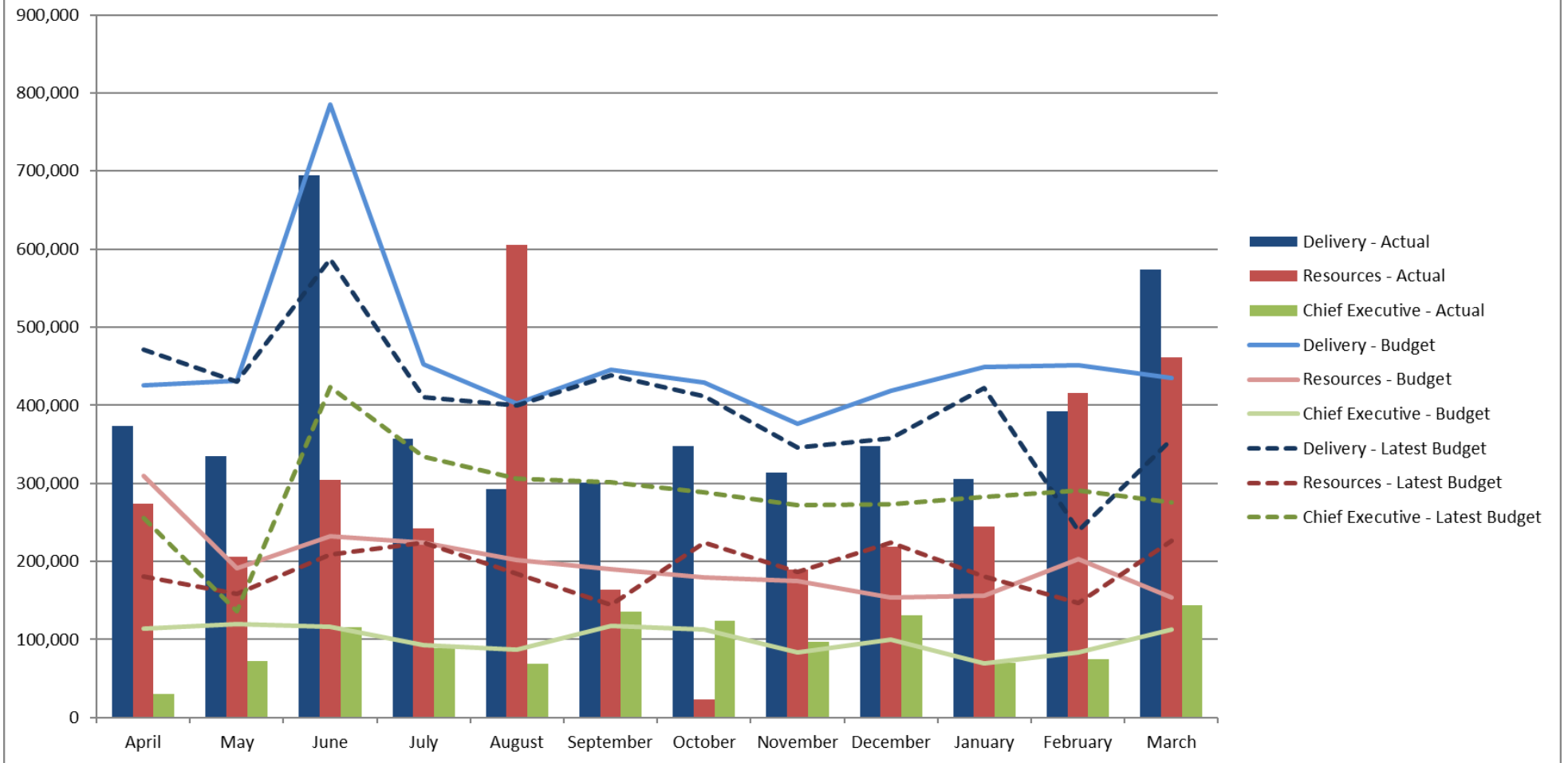
Appendix 3 – Revised 2026/27 Budget

Appendix 4 – Revised earmarked reserves 2025/26 to 2026/27

Appendix 1 – Consolidated actual income and expenditure charts to 31 March 2026



Consolidated Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Consolidated income and expenditure 2025/26

Table 1
Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(8,166,878)	(1,217,000)	(9,383,878)	(9,434,861)	50,983
National Park Grant	(3,414,078)	(1,160,000)	(4,574,078)	(4,574,078)	0
Hire Craft Tolls	(1,489,000)	0	(1,489,000)	(1,449,494)	-39,506
Private Craft Tolls	(3,057,000)	0	(3,057,000)	(3,047,489)	-9,511
Short Visit Tolls	(63,540)	0	(63,540)	(57,110)	-6,430
Other Toll Income	(33,260)	0	(33,260)	(39,690)	6,430
Interest	(110,000)	(57,000)	(167,000)	(267,000)	100,000

Table 2

Delivery

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Delivery	5,556,485	92,834	5,649,319	5,039,228	610,091
Development Management	608,610	11,160	619,770	539,660	80,110
Income	(95,000)	15,000	(80,000)	(136,000)	56,000
Salaries	582,540	(3,840)	578,700	554,590	24,110
Expenditure	115,070	0	115,070	115,070	0
Pension Payments	6,000	0	6,000	6,000	0
Construction and Maintenance Salaries	1,714,980	5,990	1,720,970	1,620,250	100,720
Income	0	0	0	(24,550)	24,550
Salaries	1,714,980	5,990	1,720,970	1,644,800	76,170
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	676,500	0	676,500	551,500	125,000
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	677,700	0	677,700	552,700	125,000
Water Management	101,280	0	101,280	101,280	0
Income	0	0	0	0	0
Expenditure	101,280	0	101,280	101,280	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Land Management	(102,950)	17,500	(85,450)	(85,450)	0
Income	(221,935)	0	(221,935)	(221,935)	0
Expenditure	118,985	17,500	136,485	136,485	0
Practical Maintenance	531,215	(17,026)	514,189	482,348	31,841
Income	(26,425)	(38,025)	(64,450)	(66,291)	1,841
Expenditure	557,640	20,999	578,639	548,639	30,000
Waterways and Recreation Strategy	58,900	20	58,920	26,100	32,820
Income	0	(148,092)	(148,092)	(148,092)	0
Salaries	52,500	20	52,520	19,700	32,820
Expenditure	6,400	148,092	154,492	154,492	0
Ranger Services	1,350,110	75,970	1,426,080	1,218,460	207,620
Income	0	0	0	0	0
Salaries	996,110	970	997,080	989,460	7,620
Expenditure	353,750	75,000	428,750	228,750	200,000
Pension Payments	250	0	250	250	0
Safety	141,480	740	142,220	141,530	690
Income	(750)	0	(750)	(750)	0
Salaries	96,230	740	96,970	96,280	690

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	46,000	0	46,000	46,000	0
Premises	300,040	0	300,040	270,040	30,000
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	302,540	0	302,540	272,540	30,000
Delivery Management and Administration	161,320	(1,520)	159,800	158,510	1,290
Salaries	159,320	(1,520)	157,800	156,510	1,290
Expenditure	2,000	0	2,000	2,000	0
Project Funding	15,000	0	15,000	15,000	0
Expenditure	0	0	0	0	0

Table 3
Resources

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Resources	2,316,240	1,427,584	3,743,824	3,625,243	118,581
Strategy and Projects Salaries	212,129	11,988	224,117	222,911	1,206
Income	(115,513)	(223,813)	(339,326)	(374,326)	35,000
Salaries	277,300	0	277,300	268,090	9,210
Expenditure	50,342	235,801	286,143	329,147	-43,004
Strategy and Projects	0	0	0	0	0
Income	0	0	0	0	0
Expenditure	0	0	0	0	0
Biodiversity Strategy	8,520	0	8,520	8,520	0
Income	0	0	0	0	0
Expenditure	8,520	0	8,520	8,520	0
Human Resources	178,720	1,500	180,220	179,350	870
Salaries	112,720	0	112,720	111,850	870
Expenditure	66,000	1,500	67,500	67,500	0
Volunteers	70,050	0	70,050	69,600	450
Salaries	56,550	0	56,550	56,100	450

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	13,500	0	13,500	13,500	0
Finance and Insurance	665,710	24,970	690,680	681,400	9,280
Income	345,050	4,970	350,020	340,740	9,280
Salaries	320,660	20,000	340,660	340,660	0
Expenditure	0	1,385,058	1,385,058	1,385,058	0
National Park Grant	0	1,385,058	1,385,058	1,385,058	0
Expenditure	0	1,385,058	1,385,058	1,385,058	0
Asset Management	118,740	0	118,740	118,340	400
Income	(26,300)	0	(26,300)	(26,300)	0
Salaries	51,240	0	51,240	50,840	400
Expenditure	93,800	0	93,800	93,800	0
Premises – Head Office	145,000	4,028	149,028	149,028	0
Expenditure	145,000	4,028	149,028	149,028	0
Collection of Tolls	236,570	40	236,610	232,780	3,830
Salaries	224,070	40	224,110	220,280	3,830
Expenditure	12,500	0	12,500	12,500	0
ICT	538,591	0	538,591	469,576	69,015
Income	0	0	0	0	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	261,150	0	261,150	259,110	2,040
Expenditure	277,441	0	277,441	210,466	66,975
Resources Management and Administration	142,210	0	142,210	108,680	33,530
Salaries	140,710	0	140,710	107,180	33,530
Expenditure	1,500	0	1,500	1,500	0

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	1,209,780	15,280	1,225,060	1,164,670	60,390
Legal	95,000	0	95,000	95,000	0
Income	(5,000)	0	(5,000)	(5,000)	0
Expenditure	100,000	0	100,000	100,000	0
Governance	212,080	(7,150)	204,930	203,730	1,200
Salaries	160,580	(7,150)	153,430	152,230	1,200
Expenditure	51,500	0	51,500	51,500	0
Chief Executive	139,990	30,000	169,990	168,920	1,070
Salaries	139,490	0	139,490	138,420	1,070
Expenditure	500	30,000	30,500	30,500	0
Communications	397,180	3,780	400,960	346,340	54,620
Income	(250)	0	(250)	(250)	0
Salaries	325,130	3,780	328,910	274,290	54,620
Expenditure	72,300	0	72,300	72,300	0
Visitor Centres and Yacht Stations	365,530	(11,350)	354,180	350,680	3,500
Income	(261,000)	(73,800)	(334,800)	(334,800)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	499,210	(2,550)	496,660	493,160	3,500
Expenditure	127,320	65,000	192,320	192,320	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	8,400	0	8,400	57,517	-49,117
Partnerships / HLF	0	0	0	0	0
Income	0	0	0	0	0
Salaries	0	0	0	0	0
Expenditure	0	0	0	0	0
Corporate Items	8,400	0	8,400	57,517	-49,117
Expenditure	8,400	0	8,400	57,517	-49,117

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	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009
Earmarked Reserves	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009
Expenditure	(750,043)	(274,795)	(1,024,838)	(519,829)	-505,009

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	173,984	43,903	217,887	(68,032)	285,919

Row Labels	2026/27			2027/28			2028/29			2026/27 Apportionment	
	Sum of National Park 2026/27	Sum of Navigation 2026/27	Sum of Consolidated 2026/27	Sum of National Park 2027/28	Sum of Navigation 2027/28	Sum of Consolidated 2027/28	Sum of National Park 2028/29	Sum of Navigation 2028/29	Sum of Consolidated 2028/29	National Park	Navigation
Income											
Income											
National Park Grant	(6,401,251)	0	(6,401,251)	(4,574,078)	0	(4,574,078)	(4,574,078)	0	(4,574,078)	100%	0%
Hire Craft Tolls	0	(1,438,000)	(1,438,000)	0	(1,474,000)	(1,474,000)	0	(1,504,000)	(1,504,000)	0%	100%
Private Craft Tolls	0	(3,108,000)	(3,108,000)	0	(3,109,000)	(3,109,000)	0	(3,095,000)	(3,095,000)	0%	100%
Short Visit Tolls	0	(58,624)	(58,624)	0	(60,090)	(60,090)	0	(61,291)	(61,291)	0%	100%
Other Toll Income	0	(40,730)	(40,730)	0	(33,590)	(33,590)	0	(33,590)	(33,590)	0%	100%
Interest	(105,000)	(210,000)	(210,000)	(83,500)	(83,500)	(167,000)	(70,000)	(70,000)	(140,000)	50%	50%
Income Total	(6,506,251)	(4,750,354)	(11,256,605)	(4,657,578)	(4,760,180)	(9,417,758)	(4,644,078)	(4,763,881)	(9,407,959)	58%	42%
Income Total	(6,506,251)	(4,750,354)	(11,256,605)	(4,657,578)	(4,760,180)	(9,417,758)	(4,644,078)	(4,763,881)	(9,407,959)	58%	42%
Net Expenditure											
Delivery											
Development Management	656,130	10,245	666,375	568,240	10,555	578,795	583,043	10,822	593,865	98%	2%
Development Management (Income)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	(122,200)	0	(122,200)	100%	0%
Strategy and Projects	23,000	0	23,000	23,000	0	23,000	23,000	0	23,000	100%	0%
Strategy and Projects (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Construction and Maintenance Salaries	719,870	993,350	1,713,220	745,205	1,035,555	1,780,760	771,774	1,077,546	1,849,320	42%	58%
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Equipment, Vehicles and Vessels	133,200	310,800	444,000	202,200	471,800	674,000	133,200	310,800	444,000	30%	70%
Equipment, Vehicles and Vessels (Income)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	(600)	(1,400)	(2,000)	30%	70%
Water Management	5,500	82,700	88,200	5,500	82,700	88,200	5,500	82,700	88,200	6%	94%
Water Management (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Land Management	113,675	0	113,675	111,775	0	111,775	111,775	0	111,775	100%	0%
Land Management (Income)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	(221,935)	0	(221,935)	100%	0%
Waterways and Recreation Strategy	177,068	6,400	183,468	0	6,400	6,400	0	6,400	6,400	97%	3%
Waterways and Recreation Strategy (Income)	(177,068)	0	(177,068)	0	0	0	0	0	0	100%	0%
Active Travel England Grant (Salaries)	0	0	0	0	0	0	0	0	0	0%	0%
Active Travel England Grant	215,673	0	215,673	0	0	0	0	0	0	100%	0%
Active Travel England Grant (Income)	(215,673)	0	(215,673)	0	0	0	0	0	0	100%	0%
Practical Maintenance	55,200	532,728	587,928	38,000	363,200	401,200	38,000	363,200	401,200	9%	91%
Practical Maintenance (Income)	0	(53,585)	(53,585)	0	(17,925)	(17,925)	0	(17,925)	(17,925)	0%	100%
Ranger Services	208,214	1,177,356	1,385,570	215,371	967,484	1,182,855	221,167	990,668	1,211,835	15%	85%
Ranger Services (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Safety	38,369	103,731	142,100	38,948	105,902	144,850	39,443	107,767	147,210	27%	73%
Safety (Income)	0	(350)	(350)	0	(350)	(350)	0	(350)	(350)	0%	100%
Project Funding	64,651	1,449	66,100	14,651	1,449	16,100	14,651	1,449	16,100	98%	2%
Project Funding (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Operational Property	82,975	134,525	217,500	68,275	114,225	182,500	68,275	114,225	182,500	38%	62%
Operational Property (Income)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	(480)	(1,120)	(1,600)	30%	70%
Operations Management and Admin	63,268	94,902	158,170	65,172	97,758	162,930	66,816	100,224	167,040	40%	60%
Operations Management and Admin (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Delivery Total	1,818,838	3,391,731	5,210,568	1,751,122	3,236,233	4,987,355	1,731,429	3,145,006	4,876,435	35%	65%
Resources											
Strategy and Projects Salaries	153,123	24,927	178,050	157,767	25,683	183,450	161,740	26,330	188,070	86%	14%
Strategy and Projects	102,500	0	102,500	124,750	0	124,750	71,140	0	71,140	100%	0%
Strategy and Projects (Income)	(59,170)	0	(59,170)	(60,370)	0	(60,370)	(61,590)	0	(61,590)	100%	0%
Biodiversity Strategy	8,250	0	8,250	8,250	0	8,250	8,250	0	8,250	100%	0%
Biodiversity Strategy (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Asset Management	115,642	78,698	194,340	61,517	79,414	140,930	62,276	80,035	142,310	60%	40%
Asset Management (Income)	(21,237)	(6,194)	(27,430)	(21,237)	(6,194)	(27,430)	(21,237)	(6,194)	(27,430)	77%	23%
FiPL	343,179	0	343,179	343,179	0	343,179	343,179	0	343,179	100%	0%
FiPL Grant (income)	(343,179)	0	(343,179)	(343,179)	0	(343,179)	(343,179)	0	(343,179)	100%	0%
Finance and Insurance	3,521,156	335,905	3,857,061	1,702,484	346,724	2,049,208	1,705,978	351,170	2,057,148	91%	9%
Finance and Insurance (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Collection of Tolls	0	230,240	230,240	0	236,900	236,900	0	242,020	242,020	0%	100%
Collection of Tolls (Income)	0	0	0	0	0	0	0	0	0	0%	0%
ICT	284,341	228,674	513,015	227,750	210,230	437,980	231,327	213,533	444,860	55%	45%
Human Resources	92,856	85,714	178,570	92,906	85,759	178,665	94,445	87,180	181,625	52%	48%
Human Resources (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Volunteers	44,136	16,324	60,460	45,172	16,708	61,880	46,056	17,034	63,090	73%	27%
Volunteers (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Office Expenses	22,780	11,220	34,000	22,780	11,220	34,000	22,780	11,220	34,000	67%	33%
Office Expenses (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Head Office	91,649	42,061	133,710	81,649	42,061	123,710	81,649	42,061	123,710	69%	31%
Head Office (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Resources Management and Admin	87,182	31,013	118,195	93,505	33,800	127,305	95,199	34,586	129,785	74%	26%
GIRAMS (Income)	(172,555)	0	(172,555)	0	0	0	0	0	0	100%	0%
GIRAMS	172,555	0	172,555	0	0	0	0	0	0	100%	0%
Resources Total	4,443,209	1,078,583	5,521,791	2,536,922	1,082,306	3,619,228	2,498,012	1,098,976	3,596,988	80%	20%
Chief Executive											
Legal	45,000	55,000	100,000	45,000	55,000	100,000	45,000	55,000	100,000	45%	55%
Legal (Income)	0	(5,000)	(5,000)	0	(5,000)	(5,000)	0	(5,000)	(5,000)	0%	100%
Governance	91,276	116,169	207,445	94,039	119,686	213,725	96,974	123,421	220,395	44%	56%
Chief Executive	82,922	54,308	137,230	87,847	57,533	145,380	90,029	58,961	148,990	60%	40%
Communications	259,394	81,486	340,880	262,566	82,265	344,830	268,595	84,555	353,150	76%	24%
Communications (Income)	(2,250)	0	(2,250)	(2,250)	0	(2,250)	(2,250)	0	(2,250)	100%	0%
Generation Green (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Generation Green	0	0	0	0	0	0	0	0	0	0%	0%
UK NP Communications Team	0	0	0	0	0	0	0	0	0	0%	0%
UK NP Communications Team (Income)	0	0	0	0	0	0	0	0	0	0%	0%
Visitor Centres and Yacht Stations	257,277	368,883	626,160	218,207	358,463	576,670	226,061	374,559	600,620	41%	59%
Visitor Centres and Yacht Stations (Income)	(121,600)	(175,200)	(296,800)	(121,600)	(175,200)	(296,800)	(121,600)	(175,200)	(296,800)	41%	59%
Chief Executive Total	612,019	495,646	1,107,665	583,809	492,746	1,076,555	602,810	516,296	1,119,105	55%	45%
Corporate Items											
Projects and Corporate Items	3,760	4,240	8,000	3,910	4,590	8,500	4,094	4,806	8,900	47%	53%
National Heritage Lottery Funding	77,600	0	77,600	0	0	0	0	0	0	100%	0%
National Heritage Lottery Funding (Income)	(64,656)	0	(64,656)	0	0	0	0	0	0	100%	0%
Contributions from Earmarked reserves	(294,814)	(296,055)	(590,869)	(178,174)	(156,000)	(334,174)	(178,571)	5,000	(173,571)	50%	50%
Corporate Items Total	(278,110)	(291,815)	(569,925)	(174,264)	(151,410)	(325,674)	(174,477)	9,806	(164,671)	49%	51%
Net Expenditure Total	6,595,955	4,674,144	11,270,099	4,697,588	4,659,876	9,357,464	4,657,774	4,770,083	9,427,857	59%	41%
Grand Total (Surplus) / Deficit	89,704	(76,210)	13,494	40,010	(100,304)	(60,294)	13,696	6,202	19,898		

Earmarked Reserves	Property Reserve - National Park			Plant, Vessels and Equipment Reserve - National Park			Premises Reserve - National Park			Other Earmarked Reserves - National Park			HLF	CANAPE	Total Earmarked Reserves - National Park		
	Property Reserve - National Park	Property Reserve - Navigation	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - National Park	Plant, Vessels and Equipment Reserve - Navigation	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - National Park	Premises Reserve - Navigation	Premises Reserve - TOTAL	Other Earmarked Reserves - National Park	Other Earmarked Reserves - Navigation	Other Earmarked Reserves - TOTAL			Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
Actual Balance 01 April 2025 (including interest)	(337,484)	(506,246)	(843,730)	(281,024)	(501,988)	(783,012)	(213,470)	(228,315)	(441,785)	(1,380,560)	(104,072)	(1,484,633)	0	(0)	(2,212,539)	(1,340,622)	(3,553,160)
<u>Contributions to Reserves to 31/03/26</u>																	
Potter Heigham Chalet Income (UTE000552)	0	0	0	0	0	0	0	0	0	(932)	0	(932)			(932)	0	(932)
Mutford Lock Rent (MLK000451)	0	(3,847)	(3,847)	0	0	0	0	0	0	0	0	0			0	(3,847)	(3,847)
Vessels and Equipment (VES000552)	0	0	0	(4,364)	(10,182)	(14,546)	0	0	0	0	0	0			(4,364)	(10,182)	(14,546)
Broads Heritage Partnership: A Vision for the Future (HLF610552)	0	0	0	0	0	0	0	0	0	0	0	0	(64,656)		(64,656)	0	(64,656)
Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)
Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	(18,040)	0	(18,040)			(18,040)	0	(18,040)
Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)			(10,400)	(9,600)	(20,000)
Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)
Ranger Vehicles (RAN000451)	0	0	0	(3,800)	(15,200)	(19,000)	0	0	0	0	0	0			(3,800)	(15,200)	(19,000)
Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
Vehicles (VEH000451)	0	0	0	(15,300)	(35,700)	(51,000)	0	0	0	0	0	0			(15,300)	(35,700)	(51,000)
Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)
Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)
Digital Planning Improvement grant (DVM000552)	0	0	0	0	0	0	0	0	0	(50,000)	0	(50,000)			(50,000)	0	(50,000)
Moorings (MMR000451)	0	(55,722)	(55,722)	0	0	0	0	0	0	0	0	0			0	(55,722)	(55,722)
Fen Management (FMG000451)	0	0	0	(4,218)	0	(4,218)	0	0	0	0	0	0			(4,218)	0	(4,218)
Fen Management Income (FMG000552)	0	0	0	(58,000)	0	(58,000)	0	0	0	0	0	0			(58,000)	0	(58,000)
<u>Contributions from Reserves to 31/03/26</u>																	
Planning Officer (DVM000450)	0	0	0	0	0	0	0	0	0	44,743	0	44,743			44,743	0	44,743
Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	76,745	0	76,745			76,745	0	76,745
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	21,289	0	21,289			21,289	0	21,289
Replacement of two vans (VEH000450)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Hydraulic grab (E8k), Richard Tug 30' replacement (E120k) and reform mower (E7k)	0	0	0	641	1,496	2,138	0	0	0	0	0	0			641	1,496	2,138
Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	0	0	0	0	0	0	0	0	53,235		53,235	0	53,235
Farming in protective landscapes (Apr-Sep'25)	0	0	0	0	0	0	0	0	0	7,106	0	7,106			7,106	0	7,106
Partnership & External Funding Manager costs from 1/11/23 for 2 years (SPS00450)	0	0	0	0	0	0	0	0	0	34,271	0	34,271			34,271	0	34,271
Ranger Vehicles (RAN000450)	0	0	0	(103)	(239)	(342)	0	0	0	0	0	0			(103)	(239)	(342)
Replacement Finance system (prepaid licence fee) (ICT000450)	0	0	0	0	0	0	0	0	0	3,384	1,667	5,051			3,384	1,667	5,051
Phase 2 tolls system	0	0	0	0	0	0	0	0	0	0	3,025	3,025			0	3,025	3,025
Asset Officer costs (ASS000450)	27,966	0	27,966	0	0	0	0	0	0	0	0	0			27,966	0	27,966
Site Maintenance projects 25/26 & 24/25 carry forward (SIM000450)	35,022	0	35,022	0	0	0	0	0	0	0	0	0			35,022	0	35,022
Dockyard repiling 55m2 edge (delayed from 23/24) & solar (delayed)	0	0	0	0	0	0	2,560	5,973	8,534	0	0	0			2,560	5,973	8,534
Yare House - meeting room sound proofing 24/25 carry forward (YAH000450)	0	0	0	0	0	0	4,287	0	4,287	0	0	0			4,287	0	4,287
Actual Balance 31 March 2026	(274,497)	(590,814)	(865,312)	(400,467)	(659,513)	(1,059,980)	(231,823)	(249,642)	(481,465)	(1,293,394)	(108,981)	(1,402,374)	(11,421)	(0)	(2,211,602)	(1,608,950)	(3,820,552)
<u>Contributions to Reserves to 31/03/27</u>																	
Vessels and Equipment (VES000451)	0	0	0	(27,600)	(64,400)	(92,000)	0	0	0	0	0	0			(27,600)	(64,400)	(92,000)
Vehicles (VEH000451)	0	0	0	(19,200)	(44,800)	(64,000)	0	0	0	0	0	0			(19,200)	(44,800)	(64,000)
Mutford Lock (MLK000451)	0	(25,000)	(25,000)	0	0	0	0	0	0	0	0	0			0	(25,000)	(25,000)
Mutford Lock Rent (MLK000451)	0	(5,000)	(5,000)	0	0	0	0	0	0	0	0	0			0	(5,000)	(5,000)
Broads Heritage Partnership: A Vision for the Future (HLF610552)	0	0	0	0	0	0	0	0	0	0	0	0	(64,656)		(64,656)	0	(64,656)
Asset Management (SIM000451)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Fen Management (FMG000451)	0	0	0	(8,700)	0	(8,700)	0	0	0	0	0	0			(8,700)	0	(8,700)
Moorings (MMR000451)	0	(100,000)	(100,000)	0	0	0	0	0	0	0	0	0			0	(100,000)	(100,000)
Launches (LAU000451)	0	0	0	0	(30,000)	(30,000)	0	0	0	0	0	0			0	(30,000)	(30,000)
Ranger Vehicles (RAN000451)	0	0	0	(5,000)	(20,000)	(25,000)	0	0	0	0	0	0			(5,000)	(20,000)	(25,000)
Dockyard Site (PRM009451)	0	0	0	0	0	0	(9,000)	(21,000)	(30,000)	0	0	0			(9,000)	(21,000)	(30,000)
Pool Vehicles (PCP000451)	0	0	0	(6,700)	(3,300)	(10,000)	0	0	0	0	0	0			(6,700)	(3,300)	(10,000)
Building repairs (PRM000451)	0	0	0	0	0	0	(16,200)	(6,300)	(22,500)	0	0	0			(16,200)	(6,300)	(22,500)
Computer Software (ICT000451)	0	0	0	0	0	0	0	0	0	(10,400)	(9,600)	(20,000)			(10,400)	(9,600)	(20,000)
Potter Heigham Chalet Income (UTE000451)	0	0	0	0	0	0	0	0	0	(21,000)	0	(21,000)			(21,000)	0	(21,000)
Catchment Partnership (CAT000451)	0	0	0	0	0	0	0	0	0	(19,250)	0	(19,250)			(19,250)	0	(19,250)
<u>Contributions from Reserves to 31/03/27</u>																	
Replacement of 2 vehicles (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Tug replacement (to be funded from NPG capital)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Additional functionality for finance system est (ICT000450)	0	0	0	0	0	0	0	0	0	10,720	5,280	16,000			10,720	5,280	16,000
Cloud based planning system (ICTGEN450)	0	0	0	0	0	0	0	0	0	50,000	0	50,000			50,000	0	50,000
Digital Planning grant (DVM000450)	0	0	0	0	0	0	0	0	0	50,000	0	50,000			50,000	0	50,000
Phase 2 tolls system (ICTNAV450)	0	0	0	0	0	0	0	0	0	0	16,975	16,975			0	16,975	16,975
Replacement of AU66 ZZL (to be funded from NGP capital)	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0
Replacement of M/L Yare (LAU000450) (delayed from 2021/22)	0	0	0	0	200,000	200,000	0	0	0	0	0	0			0	200,000	200,000
Replacement Engine Spirit of Breydon (LAU000450)	0	0	0	0	28,500	28,500	0	0	0	0	0	0			0	28,500	28,500
Mutford Lock gate repairs (MLK000450)	0	30,000	30,000	0	0	0	0	0	0	0	0	0			0	30,000	30,000
Local Plan Inspection (POL000450)	0	0	0	0	0	0	0	0	0	55,000	0	55,000			55,000	0	55,000
Heritage Lottery Fund costs (HLFXX450)	0	0	0	0	0	0	0	0	0	0	0	0	76,077		76,077	0	76,077
Yare House - replacement EV chargers (YAH000450)	0	0	0	0	0	0	10,000	0	10,000	0	0	0			10,000	0	10,000
Dockyard wood store (E15k) and roller shutter (E10k) (PRM009450)	0	0	0	0	0	0	7,500	17,500	25,000	0	0	0			7,500	17,500	25,000
Buttle Barn LED lighting (PRM086450)	0	0	0	0	0	0	7,200	2,800	10,000	0	0	0			7,200	2,800	10,000
Ludham staithe (UTE000450)	0	0	0	0	0	0	0	0	0	55,000	0	55,000			55,000	0	55,000
Catchment Partnership (CAT000450)	0	0	0	0	0	0	0	0	0	19,250	0	19,250			19,250	0	19,250
Site Maintenance projects 2																	

Broads Authority

15 May 2026

Agenda item number 11

Draft Annual Business Plan 2026/27

Report by Head of Governance

Purpose

This report presents the Broad's Authority's draft Annual Business Plan for 2026/27.

Broads Plan context

The Annual Business Plan is the link between the Broads Plan and the Authority's work plans, including the annual strategic priorities.

Recommended decision

To adopt the Annual Business Plan 2026/27.

1. Introduction

- 1.1. The Authority's Annual Business Plan gives an overview of work priorities for the financial year. It is the link between the Broads Plan, the strategic partnership plan for the Broads, and the Authority's directorate work plans.
- 1.2. A number of more detailed guiding strategies support the high-level Broads Plan, and a status update on these is included in the Annual Business Plan.
- 1.3. The Broads Plan and guiding strategies may be viewed on the [strategy](#) pages of our website at www.broads-authority.gov.uk

2. Draft Annual Business Plan 2026/27

- 2.1. The Authority's Annual Business Plan gives an overview of work priorities for the financial year. It is the link between the Broads Plan, the strategic partnership plan for the Broads, and the Authority's directorate work plans. The draft Annual Business Plan at Appendix 1 sets out planned activity and expenditure for the financial year 2026/27, and a summary of progress against our 2025/26 work plans.
- 2.2. A number of more detailed guiding strategies support the high-level Broads Plan, and a status update on these is included in the Annual Business Plan.
- 2.3. The Broads Plan and guiding strategies may be viewed on the [strategy](#) pages of our website at www.broads-authority.gov.uk

3. Financial risks

- 3.1. If the Authority fails to comply with any of its obligations in the Grant Funding Agreement, DEFRA may, at its discretion, reduce, suspend, or terminate payments of grant, or require any part or all of the grant to be repaid.

4. Risk implications

- 4.1. The Directorate and Corporate Risk Registers will be reviewed in line with the updated workplans and strategic priorities.

Author: Lorraine Taylor

Date of report: 05 May 2026

Background papers: none

[Broads Plan](#) strategic objectives: All

Appendix 1 – Annual Business Plan 2026/27

Annual Business Plan 2026/27

Contents

1.	Introduction	4
1.1.	Annual Business Plan	4
1.2.	Our statutory functions	4
1.3.	Our values	4
1.4.	Our funding	5
1.5.	The Broads Plan	5
1.6.	Context for the year ahead	5
1.7.	Guiding plans	7
2.	Review of last year	7
2.1.	Our financial position	7
2.2.	Progress against work plans	7
3.	Financial Strategy 2025/26–2027/28	8
4.	Directorate work plans 2026/27	9
4.1.	Resources Directorate	11
4.2.	Delivery Directorate	13
4.3.	Chief Executive Directorate	17
	Appendix 1 – Guiding strategies	19
	Appendix 2 – Progress against Directorate work plans 2025/26	21

1. Introduction

1.1. Annual Business Plan

This Annual Business Plan sets out the Broads Authority's programme of work for 2026/27, together with its three year Financial Strategy through to 2028/29. It describes how the Authority, working with partners, communities, interest groups and landowners, will continue to deliver the long term vision for the Broads.

The plan aligns with the Broads Plan 2022–2027, our overarching partnership strategy, and ensures a clear “golden thread” from high level ambitions to directorate activities, individual work plans, and day to day operations.

1.2. Our statutory functions

The Broads Authority has a duty to manage the Broads for the following three purposes:

- 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.

No priority is set between these purposes. It is up to the Authority in any particular instance to decide on their relative priority, supporting its commitment to the integrated management of the Broads.

In exercising these functions, the Authority must also 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.

The Authority also has the duty to maintain the navigation area for the purposes of navigation to such standard as appears to it to be reasonably required; and to take such steps to improve and develop it as it thinks fit. It may carry out works and do other things in relation to any adjacent waters in or over which it has sufficient rights or interest for the improvement of navigation on those waters.

1.3. Our values

Our values provide a clear focus for our operations, supporting decision making and demonstrating our accountability and commitment to maintaining high ethical standards.

- 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.

1.4. Our funding

The Authority’s funding is through National Park Grant (NPG) provided by Defra, and navigation income funded by toll payers. Our financial strategy for 2026/27 to 2028/29 is in **Section 3**.

The Authority’s core income derives from:

- National Park Grant awarded by Defra; and
- Navigation income, generated largely through boat tolls.

The financial outlook is influenced by inflationary pressures, future salary settlements, and fluctuating boat numbers. The financial strategy responds to these challenges through careful budgeting, prioritisation, and ongoing efforts to diversify income.

1.5. The Broads Plan

The Broads Authority reviews its management plan regularly. The current [Broads Plan 2022-2027](#) was adopted in September 2022 following collaborative work with our members and key partners, as well as public consultation. This sets the framework for the period 2022-2027.

In February 2026, the Broads Authority approved the framework for the outline timetable and process for the development, consultation and publication of a new five-year Broads Plan 2028-2033.

The new Plan will be aligned with Government objectives, recent reviews and revised policy. This will include, but not limited to, the Environment Improvement Plan (EIP) 2025, the Independent Water Commission: review of the water sector (Cunliffe Review), the independent review of Defra’s regulatory landscape (Corry Review), Levelling Up and Regeneration Act, the new National Planning Policy Framework and on-going ELM reviews. The Plan will also take account the latest information on climate change and flood risk and the particularly important will be the emerging output from the Broadland Futures Initiative on options for the future adaptation of the landscape to sea-level rise and flooding.

1.6. Context for the year ahead

The year ahead presents opportunities and challenges shaped by:

Climate change and flood risk

Rising sea levels, changing rainfall patterns and catchment pressures continue to affect habitats, water management, and the long-term resilience of communities. The Broadland Futures Initiative and the Authority’s Climate Change Action Plan guide work to respond to these risks.

Biodiversity and nature recovery

With over 11,000 species recorded in the Broads, the Authority supports the ecological resilience of key habitats. The adoption of the **Broads Nature Recovery Strategy (2024–2029)** and its Delivery Plan marked a significant step forward.

Protected Landscapes - The final version of the [Outcomes Framework](#) was completed in the Summer of 2025, and it will be included in the Management Plan review going forwards. Those targets that have been apportioned locally will be implemented through the Broads Nature Recovery Strategy.

Local Nature Recovery Strategies

The Norfolk Local Nature Recovery Strategy (LNRS) and Suffolk LNRS are part of a nationwide move to create space for nature to thrive. Local Nature Recovery Strategies will create a national Nature Recovery Network (NRN). They are a requirement of the [Environment Act 2021](#).

Navigation pressures and safety

Reduced income in 2024/25 prompted a review of Ranger Services and operational activity. The 2026/27 plan maintains navigation safety and access while reflecting the need for a targeted, efficient approach to patrolling and maintenance.

Organisational change

Agile working continues to deliver savings following the 2024 office downsizing and the Authority's reorganisation in 2025. Financial pressures require continued vigilance in cost management and income generation.

Working with partners

Legislative changes in 2023 require public bodies to *seek to further* the Authority's purposes—strengthening collaboration and influencing external partners' decisions affecting the Broads.

Farming in Protected Landscapes programme/Wildlife Rich Habitat Fund – funding to deliver projects that create wildlife-rich habitat which is tied to Defra's statutory Environmental Improvement Plan target to create or restore over 500,000 hectares of wildlife-rich habitat outside of protected sites by 2042. Prioritisation should be given to projects that can directly link to, and deliver, priorities for habitat creation identified in published or draft Local Nature Recovery Strategies (LNRS).

National Planning Policy Framework (NPPF).

The National Planning Policy Framework (NPPF) sets out the Government's economic, environmental and social planning policies for England. The policies set out in this framework apply to the preparation of local and neighbourhood plans and to decisions on planning applications.

Nationally Significant Infrastructure Projects (NSIPs)

NSIPs are large scale projects such as water transfer projects, water recycling and reservoirs which are treated separately from normal local authority planning because of their size and importance to wider communities.

Essex & Suffolk Water is progressing two NSIP projects on the Suffolk-Norfolk border: North Suffolk Reservoir; and the Suffolk Water Recycling, Transfer and Storage Project. If these

projects go ahead will have a significant impact on the Broads. The Broads Authority is a statutory consultee and will need to engage with the project teams for the company over the next three years. The draft timetable is for the submission of development consent orders to the Planning Inspectorate in 2028/29.

1.7. Guiding plans

The Annual Business Plan is shaped by:

- The Broads Plan 2022–2027 and 2028-2033 going forward.
- The Authority’s **guiding strategies** (Appendix 1)
- National frameworks, including the 25 year Environment Plan, Environment Act 2021, and Outcomes Framework for Protected Landscapes
- Local strategies such as the Broads Local Plan and the Local Nature Recovery Strategies for Norfolk and Suffolk

This framework ensures that annual work programmes reflect statutory duties, long term ambitions, and evidence based priorities.

2. Review of last year

2.1. Our financial position

The draft year end position for 2025/26 reflects a surplus when compared to the Latest Available Budget mainly due to the pay award for staff (as negotiated by the NJC) being less than previously budgeted for and interest rates not falling to levels as budgeted for. Navigation income indicates a decrease of £44,000 which has been offset by the increase in investment income and savings following the restructure.

The draft consolidated surplus of £229,567 (subject to any final year-end adjustments) will be transferred to General (National Park) and Navigation reserve at year end. Both reserves are forecast to remain above the minimum operating levels at the end of 2025/26.

The year-end report to the Authority, when available, will be published on our website at www.broads-authority.gov.uk/about-us/committees/broads-authority

2.2. Progress against work plans

A summary of progress against last year’s Directorate work plans is in Appendix 2.

Each year we set a small number of strategic priorities, focused on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. These priorities help us target resources and make the most of partnership working and external funding opportunities. The summary tables in Appendix 2 highlight last’s years priorities, and updates are reported regularly to the Broads Authority.

The strategic priorities for 2026/27 are:

- Broads Plan – start preparation of a replacement plan to cover the period 2028-2033

- Local Plan – submit plan for Local Plan Inquiry for independent inspection by a local plan inspector
- Responding to Climate Change - supporting the Broadland Futures Initiative, progress on the Climate Action Plan, and delivery of 30by30.
- Landscape Connections supporting nature recovery. Deliver partnership and submit development phase bid to the Heritage Lottery Fund to unlock up to £10m over 10 years.
- Access in the Broads – maximising Access for All and Active Travel England funding to deliver the Broads Local Cycling, Walking, Wheeling Infrastructure Plan (LCWIP) in partnership with key stakeholders and the highway authority. Maximising access to recognise the importance of socio-economic access.
- Maintenance of the navigation priorities
- Information and Data Management Project - the main aims are data migration to a cloud-based platform, improved information governance and compliance thereby moving from legacy on premise software to cloud solutions.
- Devolution and Mayoral Authority – continue to engage with the Broads Authority’s constituent local authorities to make the most of the new governance structure for Norfolk and Suffolk.

3. Financial Strategy 2026/27–2028/29

The budget for 2026/27 was originally approved by the Authority on 27 February 2026 based on the initial allocations from DEFRA. Since then, DEFRA has confirmed that all the English National Parks will be receiving an additional one-off revenue allocation of £1,720,000 in 2026/27. The budget below incorporates this, and the updated employers pay offer. Our guiding principles in setting our Financial Strategy from 2026/27 are:

- National Park Grant will be £4,874,020 revenue and £1,420,058 capital.
- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast.
- Salary negotiations for 2026/27 will be concluded at 3.3% put forward by the NJC as the employer’s final offer. This is an increase of 0.3% compared to the original budget.
- Staffing levels will remain at 100% of budget. Staff turnover may result in timing differences between vacancy and appointment. Where these savings arise, the forecast will be adjusted accordingly.
- The forecast outturn position for 2025/26 will be delivered in line with budget holders’ projections.
- 2026/27 will see the fifth and final instalment of £50,000 transferred from Navigation reserves to the National Park reserve.
- Maintaining the National Park reserve at 10% of net expenditure plus £100,000 and the Navigation reserve at 10% of net expenditure.

The consolidated financial position predicts a deficit position for 2026/27 as a result of the deficit within National Park exceeding the surplus within Navigation. The deficit on the National Park side will be balanced through the use of reserves. The impact of this draw down means the National Park reserve will remain above the minimum levels and enable investment in potential future activities. The Financial Strategy has already made an allowance for a further reduction in both Hire and Private boats of £105,560. A further 1% reduction could result in a £45,000 reduction in toll income. The toll increase allows for the Navigation reserve to maintain the 10% minimum over the next three years.

Our Financial Strategy for 2026/27 – 2028/29 is published on our website: www.broads-authority.gov.uk/about-us/spending/budgets-and-financial-planning. The latest available budget for 2026/27 is at **Table 1**. Detailed Directorate budgets are in the Directorate Work Plans in **Section 4**.

Table 1

Expenditure summary 2026/27 (Note: subject to amendment)

Source	National Park £	Navigation £	Consolidated £
Income	(6,506,251)	(4,750,354)	(11,256,605)
Delivery	1,818,837	3,391,731	5,210,568
Resources	4,443,209	1,078,582	5,521,791
Chief Executive	612,019	495,646	1,107,665
Contributions from earmarked reserves and corporate items	(278,110)	(291,815)	(569,925)
Net (Surplus)/Deficit	89,704	(76,210)	13,494

4. Directorate work plans 2026/27

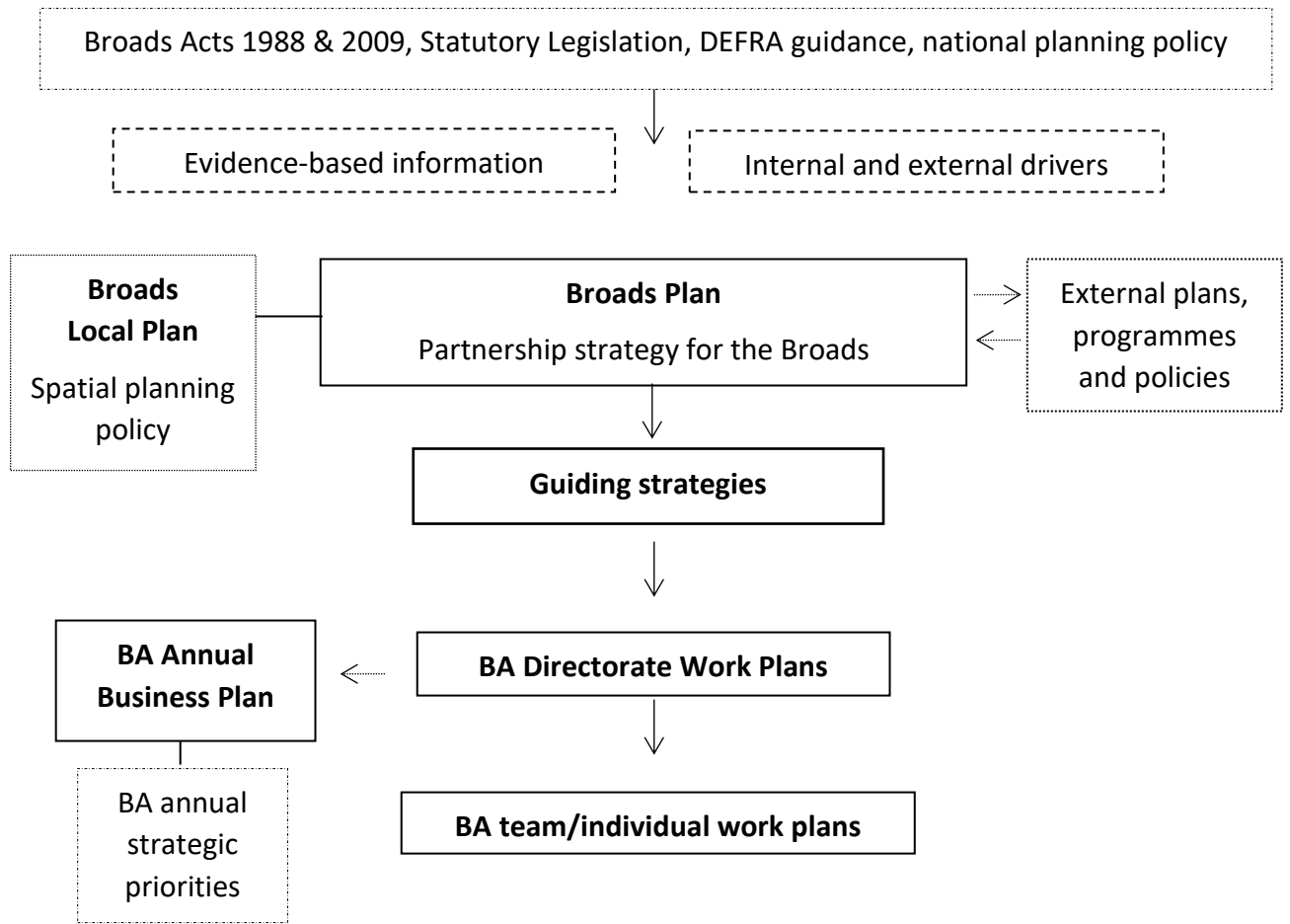
This section outlines the annual work plans for our three Directorates:

- Resources Directorate
- Delivery Directorate
- Chief Executive Directorate

Appendix 2 shows progress against last year’s work plans. **Fig.1** shows the link between the Broads Plan, which sets the high-level strategic direction for the Broads, and our Directorate work plans.

Our staffing structure chart is at www.broads-authority.gov.uk/about-us/who-we-are/staff.

Fig. 1
 'Golden thread' strategic framework



4.1. Resources Directorate

The Resources Directorate includes the Financial Services, Tolls, IT, Asset Management, Strategy and Projects, Volunteer Services and Human Resources.

Table 2

Resources Directorate: Work plan 2026/27 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
FD1	Financial Services	Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for MHCLG/ CIPFA/ HMRC, Treasury Management; annual insurance renewal.
FD2	Financial Services	Review additional savings and income generation opportunities to reduce pressure on the budget.
FD3	Financial Services	Finalise insurance tender for contract award 2026/27
FD4	Development at key sites, asset management	Monitor Authority-owned assets, incl. negotiations of leases, additions and disposals; maintain assets database.
FD5	ICT	Provide ICT support service. Deliver priority projects in corporate ICT plans, including a new planning system.
	ICT	(BA Strategic Priority) Information Data Management Project with data migration to a cloud-based platform, improved information governance and compliance thereby moving from legacy on premise software to cloud solutions.
FD6	Tolls	Collect and process toll income and prepare potential prosecutions.
SD2	Climate change planning incl. flood risk management [A2, A3]	(BA strategic priority) Delivering Climate Action Plan.
SD4	Strategy and project planning [B3]	Continue to work with DEFRA and Natural England on the implementation of the Outcomes Framework.

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
SD6	Biodiversity and agriculture [B1, B2, B3, B4, B5]	(BA Strategic priority) Implement Year 2 of the Broads Nature Recovery Action Plan.
SD7	Biodiversity and agriculture [various]	(BA strategic priority) Run the Farming in Protected Landscape programme and support the Broads and Norfolk Coast Land Management Board to allocate funding.
SD8	Broadland Rivers Catchment Plan [B2 and others]	Implement small-scale local interventions and river enhancement projects across catchment.
SD9	Biodiversity and agriculture [B2, B3]	Subject to funding, develop the pipeline of peatland restoration projects with farmer and land managers
SD10	Priority species and invasive non-native species management [B4]	Develop and cost projects for the key species that maintain a UK stronghold in the Broads. Support the development of species translocation outside of the Broads, including contribution to development of eDNA technique for invertebrates. Support mink and floating pennywort control. Survey bittern, swallowtail butterfly, fen, and water plants in key areas. Collate data for monitoring water level in fen habitats to support adaptive management approaches.
SD11	Mental health and well-being [F1]	Include projects addressing mental health and well-being in the Landscape Connections bid to the Lottery.
SD12	External Funding [Themes B, D, E, F]	(BA strategic priority) Submit next stage bid for Landscape Connections project to the Lottery.
SD26	Volunteer Service [F2]	Implement Volunteer Strategy annual action plan, including bespoke induction training programme (relevant to the role), Authority and local community project support, promotional events, recruitment of new volunteers as required.

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
SD27	Human Resources	Provide routine HR support services to the Authority's staff, including payroll and pension management and occupational health; support flexible working opportunities through HR policy and recruitment; provide support for recruitment needs, including annual intake of apprentices; review and update HR policies as appropriate.

Table 3

Resources Directorate - Expenditure 2026/27

Item by section	National Park Grant £	Navigation £	Consolidated £
Strategy and Projects	196,453	24,927	221,380
Biodiversity Strategy	8,250	0	8,250
Asset Management	94,405	72,505	166,910
Finance and Insurance	3,413,983	335,905	3,749,888
Collection of Tolls	0	230,240	230,240
ICT	284,341	228,674	513,015
Human Resources	91,133	84,122	175,255
Volunteers	44,136	16,324	60,460
Office Expenses	22,780	11,220	34,000
Head Office	91,649	42,061	133,710
Resources Management and Admin	87,182	31,013	118,195
Total	4,334,312	1,076,991	5,411,303

4.2. Delivery Directorate

The Delivery Directorate includes Construction, Maintenance & Ecology (CM&E), Ranger Services, Planning and Development Management and the Safety Management Team.

Activity for the CM&E Team in 2026/27 is apportioned at 62% Navigation/38% National Park (28% conservation and 10% recreation). We regularly report on our delivery within CM&E and safety management to the Navigation Committee.

Table 4

Delivery Directorate: Work plan 2026/27 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
OD1	Broads Authority operations carbon neutral by 2030 [A2]	<p>(BA strategic priority Responding to Climate Change)</p> <ul style="list-style-type: none"> - Review upcoming equipment purchases to identify opportunities for further decarbonisation. - Submit bid for Hydrogen study through CMDC - Continue roll out of EVs and monitor impact of the new solar installation.
OD2	Maintain Navigation water depths (C1)	<ul style="list-style-type: none"> - Review and report to Navigation Committee the Waterways Specification compliance using the latest hydrographic data - Prepare the detail of the next Action Plan period (current Plan ends 2026/27) for delivery of the Waterways Management Strategy
OD3	Enhance areas of fen, grazing marsh and wet woodland [B3]	<p>(BA strategic priority Biodiversity Crisis Response)</p> <ul style="list-style-type: none"> - Conservation management on 22 sites - Seven of which are BA-owned & fifteen sites which are managed through management agreements with third parties - Includes use of specialist fen harvester & Truxor - Look to use some of the additional Capital National Park Grant to purchase wetland sites to assist delivery of 30by30 biodiversity targets
OD4	Manage water plants (C3)	<p>Between April and October, water plants are managed within the following river stretches:</p> <p>River Ant – Tyler’s Cut to Wayford Bridge</p> <p>River Bure – Coltishall to Belaugh & Caen Meadow</p> <p>River Thurne – Martham Ferry to West Somerton, Waxham Cut, marked channel within Hickling Broad (inc. Catfield Dyke)</p>

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
		<p>River Waveney – Geldeston Dyke, Waveney Meadow to Beccles New Bridge, Beccles to Aldeby</p> <p>River Yare – New Mills to Thorpe Island (inc. Thorpe New Cut), marked channel within Rockland & Bargate Broads</p>
OD5	Manage bankside trees and scrub (C3)	<p>Manage c.2000 linear metres of riverside tree/scrub as part of the 5-year plan (2022-2027).</p> <p>Re-survey wooded stretches of all river valleys in preparation for the new 5-year plan (2027-2032).</p>
OD6	Implement and monitor management regimes for priority species [B4]	<p>(BA strategic priority Biodiversity Crisis Response)</p> <p>Carry out species surveys of water plants in main river stretches managed for navigational purposes (also see OD4). Survey swallowtail butterfly transects with volunteers.</p>
OD7	Management of moorings, slipways and waterside infrastructure	<p>Plan the spend for 2026/27 allocation of additional Access grant from Defra.</p> <ul style="list-style-type: none"> - Review existing launch and slipway provision and access, update online interactive map - Develop network of accessible launch points - Review 24 hr mooring provision, services, value and baseline, update online interactive map for 3rd party moorings
OD8	Develop good practices for sediment reuse	<ul style="list-style-type: none"> - Develop a joint Maintenance Dredge Protocol with Peets Ports to cover all consenting and beneficial re-use approaches within Breydon Water, the lower tidal river reaches and the Port of Great Yarmouth. - Progress the multi-year project planned for sediment re-use for agricultural benefit in the Bure near Wroxham
OD9	Maintain Navigation Access [C2]	<ul style="list-style-type: none"> - Additional operational staff time allocation for removal and disposal of abandoned or wrecked vessels - Review and develop mechanism for determining relative boating activity within waterways management units

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
OD10	Improve safety standards and users' behaviour on the waterway (C4)	Review the relevant formal safety assessments as part of the 3 year review. Continue to develop and ensure implementation of the Authority Safety Management System in line with the Port Marine Facilities Safety Code. Work with ranger team on any reports and following up on their . Audit Authority public used sites across the organisation feeding into thje management and maintenance of those sites.
OD12	Improve safety within the paddle sport hire industry	Review the relevant formal safety assessments as part of the 3 year review. Continue with documented spot checks and audits. Follow up directly on any shortcomings. Any incidents and trends will be reported, analysed and followed up with a more centralised approach involving appropriate action and communications.
OD13	Improve safety within the hire boat industry. [C4]	Review the relevant formal safety assessments as part of the 3 year review. Continue with documented spot checks and audits. Follow up directly on any shortcomings. Any incidents and trends will be reported, analysed and followed up with a more centralised approach involving appropriate action and communications.
OD16	Broads Authority Ranger Safety Provision [C4]	Promote and improve waterways' safety and security for all recreational users through ranger patrolling, events, training, and guidance.
SD20	Landscape Character and Historic Asset Management [D3]	Review Coltishall Conservation Area Appraisal.

Table 5

Delivery Directorate: Expenditure 2026/27

Item by section	National Park Grant £	Navigation £	Consolidated £
Development Management	506,930	10,245	517,175
Construction & Maintenance	719,871	993,349	1,713,220

Item by section	National Park Grant £	Navigation £	Consolidated £
Equipment, Vehicles and Vessel	132,600	309,400	442,000
Water Management	5,500	82,700	88,200
Land Management	(110,160)	0	(110,160)
Waterways & Recreation Strategy	0	6,400	6,400
Practical Maintenance	55,200	475,275	530,475
Ranger Services	208,214	1,148,856	1,357,070
Safety	38,369	103,381	141,750
Project Funding	64,651	1,449	66,100
Operational Property	82,495	133,405	215,900
Operations Management & Admin	63,268	94,902	158,170
Total	1,766,938	3,359,362	5,126,300

4.3. Chief Executive Directorate

The Chief Executive Directorate includes Communications, Visitor Services, Education and Governance.

Table 6

Chief Executive Directorate: Work plan 2026/27 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
FD2	Strategic planning and governance	Provide admin support to CEO, Chairs and Authority members, incl. servicing of committees, member training and allowances.
	Strategic planning and governance	Produce Annual Governance Statement and Code of Corporate Governance; monitor and update Corporate/Directorate Risk Registers, monitor and update the strategic priorities.
	Broads Plan	(BA strategic priority)

Ref	Work area [Broads Plan refs]	Planned priority actions 2026/27
	Local Government Reorganisation and Devolution	(BA strategic priority)
SD13	Communications [E1, E2, E3]	Promote Broads National Park through branding guidelines and action plan; manage Authority's events programme, PR and media engagement, incl. support to key partnership projects.
SD14	Communications [E3]	Maintain Broads information presence at strategic hubs incl. yacht stations, visitor centres, gateways and key sites.
SD15	Communications [A3, E2, E4, F5]	Operate Authority's information centres and yacht stations to provide a high standard of service to the public. Improve availability and range of information on easier access within the Broads.
SD16	Education [F3]	Build resource capacity to deliver more outreach educational activities for school-aged children by sourcing external funding and sponsorship, training volunteer supervisors and other means

Table 7

Chief Executive Directorate: Expenditure 2026/27

Item by section	National Park £	Navigation £	Consolidated £
Legal	45,000	50,000	95,000
Governance	91,276	116,169	207,445
Chief Executive	82,922	54,308	137,230
Communications	257,144	81,486	338,630
Visitor Services	135,677	193,683	329,630
Total	612,019	495,646	1,107,665

Appendix 1 – Guiding strategies

The Broads Plan is the key partnership strategy that sets the long-term vision and objectives for the Broads. Under this high-level plan sit more detailed guiding strategies, which generally focus on a single theme and cover a short-term period. Table 8 shows the status of those strategies for the Broads where the Broads Authority is a lead or key delivery partner.

Read our strategies here: www.broads-authority.gov.uk/about-us/how-we-work/strategy

Table 8

Guiding strategies

Strategy and scope	Lead	BA contact	Status
Broads Plan Key partnership management plan for the Broads	Broads Authority	Director of Delivery	Adopted: 2022 Review date: 2027
Local Plan for the Broads Spatial planning policy used in determining planning applications within the Broads Executive Area	Broads Authority	Planning Policy Officer	Adopted: May 2019 Review date: 2024-2025 for adoption in 2026 (estimated)
Broads Nature Recovery Strategy Implementing Nature Recovery in the Broads	Broads Biodiversity Partnership	Environment Policy Adviser	Adopted: 2024 Review date: 2029
Broadland Rivers Catchment Plan Managing water quality and quantity in the catchment	Broadland Catchment Partnership	Catchment Partnership Officer	Adopted: 2014 Action plan under ongoing review.
Climate Change Action Plan Reducing our carbon footprint towards net zero.	Broads Authority	Carbon Reduction Project Manager	Adopted: February 2026 Review date: December 2027
Waterways Management Strategy Managing the Broads waterways, and prioritisation of the maintenance requirements and programmes	Broads Authority	Head of Operations	Adopted: 2021 2022-27 Action Plan Review date: 2027
Education Strategy for the Broads	Broads Environmental	Education Officer	Adopted: 2023

Strategy and scope	Lead	BA contact	Status
Formal environmental education and wider outreach in the Broads	Education Network		5-year action plan in place. Review date: 2028
Integrated Access Strategy for the Broads Improving access facilities and links to and between land and water in the Broads, and wider access	Broads Local Access Forum	Waterways & Recreation Officer	Adopted: 2024 Rolling 3-year action plan in place. Review date: 2027
Recreation and Tourism Strategy Promoting and managing tourism within the Broads and wider 'area of tourism influence'	Broads Tourism	Head of Comms	Adopted: 2024 5-year action plan Review date: 2029
Volunteer Strategy for the Broads Promotion, recruitment, training and administration of BA Volunteer Service	Broads Authority	Volunteer Coordinator	Adopted: 2022 5-year action plan in place Review date: 2028
BA Financial Strategy Managing the use of the BA's financial resources	Broads Authority	Director of Resources	3-year rolling strategy adopted annually in January

Appendix 2 – Progress against Directorate work plans 2025/26

Key 1

Progress status in tables 9 to 11

Progress	Details
Good	Progressed to agreed schedule or ongoing routine, no problems identified
Completed	Fixed term project, completed
Some	Some progress, delays or challenges in delivery
Not achieved or withdrawn	Work did not proceed

Table 9

Resources Directorate: Progress against work plan 2025/26

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
FD3	Financial Services	Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for DLUHC/ CIPFA/ HMRC, Treasury Management; annual insurance renewal.	Good
FD4	Financial Services	Review additional savings and income generation opportunities to reduce pressure on the budget. Project manage the downsizing of head office.	Good Completed
FD5	Financial Services	Prepare insurance tender for contract award 2026/27	Completed, tenders are currently being evaluated. New contract from 01/06/26.
FD6	Development at key sites, asset management	Monitor Authority-owned assets, incl. negotiations of leases, additions and disposals; maintain assets database.	Good.

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
FD7	ICT	Provide ICT support service. Deliver priority projects in corporate ICT plans, including investigating a new planning system.	Good
FD8	Tolls	Collect and process toll income and prepare potential prosecutions.	Good
SD2	Climate change planning incl. flood risk management [A2, A3]	(BA strategic priority) Refresh Climate Action Plan by summer 2025. Develop plan towards more zero-emission boating. Continue reporting under the Race to Zero Framework, completing the second report by September 2025.	Good
SD3	Strategy and project planning [B3]	(BA Strategic priority) Implement the Buttle Marsh project, funded through the DEFRA Nature for Climate Peatland Grant Scheme, to agreed schedule, and record lessons learnt from the project.	Some (original scope of project not fully delivered due to regulation constraints).
SD4	Strategy and project planning [B3]	Subject to funding, coordinate and implement with partners the extension of the FibreBroads project, funded through the Defra Nature for Climate: Paludiculture Exploration Fund, to agreed schedule, and record lessons learnt from the project.	Good, project complete.
SD5	Strategy and project planning [B3]	(BA Strategic priority) Continue to work with DEFRA and Natural England on the implementation of the Outcomes Framework. We are expecting the final version of the Framework to be completed in the Summer of 2025.	Good.
SD6	Biodiversity and agriculture [B1, B2, B3, B4, B5]	(BA Strategic priority) Implement Year 1 of the Broads Nature Recovery Action Plan.	Good.

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
		Respond to the consultations about Norfolk and Suffolk Local Nature Recovery Strategies.	
SD7	Biodiversity and agriculture [various]	(BA strategic priority) Run the Farming in Protected Landscape programme and support the Broads and Norfolk Coast Land Management Board to allocate funding. Publish case studies showing projects completed in the Broads.	Good (project extended for additional three years).
SD8	Broadland Rivers Catchment Plan [B2 and others]	Implement small-scale local interventions and river enhancement projects across catchment.	Good
SD9	Biodiversity and agriculture [B2, B3]	Subject to funding (from PEF+), deliver the next steps of the Horsey water filtration and wet farming demonstration project (as part of the FibreBroads project – see SD3) including harvest and crop use (for thatching and acoustic panels). Subject to funding (from Environment Agency), develop the pipeline of peatland restoration projects with farmers, as part of an extension to the Lowland Agriculture Peatland Water Discovery Project.	Good. Additional PEF+ funding secured and project completed.
SD10	Priority species and invasive non-native species management [B4]	Develop and cost projects for the key species that maintain a UK stronghold in the Broads. Support the development of species translocation outside of the Broads, including contribution to development of eDNA technique for invertebrates. Monitor Deer population (drone count), publish results showing impacts in Broads wetland habitats, and discuss future management strategies. Support mink and floating pennywort control. Survey bittern, swallowtail butterfly, fen, and water plants in key areas. Collate data for monitoring water	Good.

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
		level in fen habitats to support adaptive management approaches.	
SD11	Mental health and well-being [F1]	Include projects addressing mental health and well-being in the Landscape Connections bid to the Lottery.	Good.
SD12	External Funding [Themes B, D, E, F]	(BA strategic priority) Develop partnership arrangements for a significant project “Landscape Connections” and submit bid to the Lottery.	Good, first stage funding received.
SD26	Volunteer Service [F2]	Implement Volunteer Strategy annual action plan, including bespoke induction training programme (relevant to the role), Authority and local community project support, promotional events, recruitment of new volunteers as required.	Good
SD27	Human Resources	Provide routine HR support services to the Authority’s staff, including payroll and pension management and occupational health; support flexible working opportunities through HR policy and recruitment; provide support for recruitment needs, including annual intake of apprentices; review and update HR policies as appropriate.	Good
SD28	Human Resources	Run “Best Companies” staff survey during 2025.	Delayed to 2027, to be completed once new CEO has started.

Table 10

Delivery Directorate: Progress against work plan 2025/26

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
OD1	Broads Authority operations carbon	(BA strategic priority Responding to Climate Change)	Completed

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
	neutral by 2030 [A2]	Install photovoltaic panels onto the dockyard office roof. The power generated will charge the electric vehicles, with any surplus feeding into the site to reduce mains power usage.	In progress (work due to be completed by June 2026)
OD2	Maintain Navigation water depths (C1)	2025/2026 Dredging areas: Upper Yare – Postwick Viaduct to Trowse Swing Bridge Upper Thurne – Martham and Somerton	Some. Delays over autumn 2025 due to saline events
OD3	Enhance areas of fen, grazing marsh and wet woodland [B3]	(BA strategic priority Biodiversity Crisis Response) Conservation management on 22 sites Six of which are BA-owned & sixteen sites which are managed through management agreements with third parties Includes use of specialist fen harvester & Truxor	Good
OD4	Manage water plants (C3)	Between April and October, water plants are managed within the following river stretches: River Ant – Tyler's Cut to Wayford Bridge River Bure – Coltishall to Belaugh & Caen Meadow River Thurne – Martham Ferry to West Somerton, Waxham Cut, marked channel within Hickling Broad (inc. Catfield Dyke) River Waveney – Geldeston Dyke, Waveney Meadow to Beccles New Bridge, Beccles to Aldeby River Yare – New Mills to Thorpe Island (incl. Thorpe New Cut), marked channel within Rockland & Bargate Broads	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
OD5	Manage bankside trees and scrub (C3)	The 2025 – 2026 work programme has identified 2000m of river edge management as part of the 5-year plan to manage riverside banks. Landowners are agreeing to these areas.	Good. One small section deferred to next year
OD6	Implement and monitor management regimes for priority species [B4]	(BA strategic priority Biodiversity Crisis Response) Carry out species surveys of water plants in main river stretches managed for navigational purposes	Completed
OD7	Management of moorings, slipways and waterside infrastructure	Martham Bank Potter Heigham -De-masting mooring Ranworth	Completed
OD8	Develop good practices for sediment reuse	Sediment is reused for agricultural benefit by spreading dried material on land (addition of organic matter). The sediment side cast alongside rivers strengthens flood banks as part of the Environment Agency's maintenance work.	Good
OD9	Maintain Navigation Access [C2]	Complete Mutford Lock work.	Good
OD10	Improve safety standards and users' behaviour on the waterway (C4)	Manage navigation aids and up-to-date reference on GIS mapping; carry out navigation infrastructure inspection and maintenance regimes to agreed annual schedules, incl. full review of navigational posts.	Good
OD11	Improve safety standards and users' behaviour on the waterway (C4)	Through rigorous checks and reviews, ensure adherence to boat safety measures, including maintaining an up-to-date Safety Management System and compliance to the Boat Safety Scheme	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
OD12	Improve safety within paddle sport hire industry	Through audit, spot checks and on-site observations, ensure compliance with the Hire Boat Licensing codes.	Good Ongoing
OD13	Improve safety within Hire Boat industry. [C4]	Ensure compliance with the latest revised version of the Hire Boat Code (April 2021) through licensing, on-site checks, and auditing of Hire Boat operators.	Good Ongoing
OD14	Safety Signage [C4]	Manage and maintain navigational aids, carry out regular infrastructure inspections, identify works, and agree on annual repair schedules.	Good Ongoing
OD15	Safety Management [C4]	Consistently apply byelaws and other powers to ensure safe use of the Broads by all water users, including water skiing, power boat racing and paddle sports. Ensure compliance against existing agreements in place to promote safe use and develop new ones where issues arise.	Good Ongoing
OD16	Broads Authority Ranger Safety Provision [C4]	Promote and improve waterways' safety and security for all recreational users through ranger patrolling, events, training, and guidance.	Good Ongoing
OD17	Development at key sites [E1]	Progress re-piling of the river edge at Hoveton Riverside Park and development of a partnership approach for ongoing site maintenance.	Completed
OD18	Integrated physical access network and riverside facilities [E1]	(BA strategic priority more people enjoying more activities in the Broads safely) Implement the Broads Integrated Access Strategy, using details from the public consultation process, incorporate valid suggestions and develop key deliverables with the 2025/26 programme year.	Good Ongoing

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
SD20	Landscape Character and Historic Asset Management [D3]	Adopt Conservation Area Appraisal for Neatishead. Commence work on next Conservation Area Appraisal.	Completed
SD21	Landscape Character and Historic Asset Management [D2, F1, F2]	Endorse an updated Landscape Character Assessment for the Broads.	On agenda of Broads Authority meeting of 15 May 2026 for approval.
SD22	Landscape Character and Historic Asset Management [D1, F4]	Adopt and publish a Design Guide for the Broads.	Completed
SD23	Landscape Character and Historic Asset Management [D1, F5]	Support NCC in their bid to repair and restore some of their built heritage assets.	Good
SD24	Active Travel [E1]	Adopt Local Cycling and Walking Infrastructure Plans (LCWIP) for the Broads, as part of the work funded by Active Travel England.	Good
SD25	Undergrounding wires programme [D4]	Through the Steering Group, promote the implementation of undergrounding wires projects, funded by UK Power Networks.	Good
SD1	Climate change planning incl. flood risk management [A1]	(BA strategic priority) Implement next steps of the Broadland Futures Initiative programme, including the modelling of actions and starting the initial appraisal.	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26	Progress status (explanatory note)
		Review of the communications strategy and delivery of engagement activities, including newsletters. Second workshop with BA members (early 2026).	
SD29	Strategic Services administration	Provide administrative support to directorate officers and committees/working groups.	Good
SD17	Development management [F4]	Review of the Local Plan for the Broads for adoption in 2026 (estimated).	Review commenced February 2026
SD18	Development management [F4]	Provide high quality planning service, including determining applications to national targets, providing free pre-application advice, investigating alleged breaches of Planning & Listed Building Consent including condition and s106 monitoring, and resolving breaches of control; conduct annual Customer Satisfaction Survey.	Good
SD19	Development management [F4]	Engage with District Councils on Land Registry changes to ensure records are accurate prior to migration. Work remaining to migrate 4 districts' charge data (NNDC, GYBC, BDC and ESC).	Good

Table 11

Chief Executive Directorate: Progress against work plan 2025/26

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
FD2	Strategic planning and governance	Provide admin support to CEO, Chairs and Authority members, incl. servicing of committees,	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
		member training and allowances.	
FD1	Strategic planning and governance	Produce Annual Governance Statement and Code of Corporate Governance; monitor and update Corporate/Directorate Risk Registers, monitor and update the strategic priorities.	Good
SD13	Communications [E1, E2, E3]	Promote Broads National Park through branding guidelines and action plan; manage Authority's events programme, PR and media engagement, incl. support to key partnership projects.	Good
SD14	Communications [E3]	Operate Authority's information centres and yacht stations to provide a high standard of service to the public. To highlight the breadth of activities available in the Broads, including information regarding accessibility, with relevant and appropriate safety messaging.	Good Ongoing messaging.
SD15	Communications [A3, E2, E4, F5]	Develop a collaborative plan of action for the delivery of year 1 of the Recreation and Tourism Strategy 2024-29. Provide support for the new Suffolk and Norfolk (Local Visitor Economy Partnership (LVEP) and the associated Destination management Plan along with continued partnership workings with Visit the Broads to promote the Broads National Park.	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
SD16	Education [F3]	<p>Implement Education Strategy annual action plan, incl. Broads Curriculum, work placements, and award schemes.</p> <p>Subject to funding (from the Prudence Trust), deliver additional youth engagement work.</p> <p>Seek funding to extend and develop target audiences particularly 8-18 year olds from local areas of high social deprivation, Norwich, Great Yarmouth and Lowestoft.</p>	Good

[End of document]

Broads Authority

15 May 2026

Agenda item number 12

2025/26 Health and Safety Review and internal audit recommendations

Report by Head of Safety Management

Purpose

To present the annual review of marine incidents in 2025/26 and the recommended annual safety audit programme for 2026/27.

Broads Plan context

Broads Plan Theme C4 – Maintain and improve safety and security and user behaviours on the waterways.

Recommended decision

Note the annual review of marine incidents and the audit programme for 2026/27.

1. Annual Marine Accidents

- 1.1. Appendix 1 gives details of the marine incidents reported from 1 April 2025 to 31 December 2025. Table 1 provides an analysis of deaths and injuries over a 28-year period and Table 2 an analysis of fires and explosions for a similar period. The data shows that 2025 saw relatively few marine accidents with just 1 boat related death and only 7 people reported as requiring hospital treatment. The latter being the lowest number for 20 years. The number of incidents involving fire and explosion were also low at just 2.
- 1.2. The Authority continues to highlight the importance of personal responsibility in safety publications. We continue to emphasise the importance of wearing a Personal Floatation Device (Buoyancy Aid or Life Jacket). Rangers have continued to educate boat users on key safety messaging at Super Safety Events and when observing issues whilst patrolling the waterways. Safety signage was significantly improved at Yarmouth Yacht Station in the early season of 2025, with clearer messaging on the need to wear lifejackets. Authority yacht station staff have feedback that more lifejackets were being worn by visitors to Great Yarmouth.
- 1.3. The Broads' gentle waterways continue to be a safe family environment. In 2025 there were 7 reported fatalities not related to boating.

- 1.4. The statistics included 3 reported non-boating-related drownings in Norwich.
- 1.5. Two fatalities occurred when 2 young males jumped into the water at different locations; one died at the scene, and the other died in the hospital. Another 2 were reported to us with no cause of death given, and again, the incident did not involve a boat.
- 1.6. One fatality report was a cardiac arrest death following a period of end-of-life care.
- 1.7. The only fatality relating to boating was of a powerboat helm at Oulton Broad. This occurred during a practice run when his race craft collided with a houseboat outside the circuit during a planned racing event on 24 July. East Suffolk Council are the lead investigatory body and continues to investigate this accident. Racing remains suspended until the outcome of the investigation and any recommendations are concluded.
- 1.8. There were 2 reported incidents of boat fires, one involving a petrol inboard motor fault and the other where an on-board LPG gas canister exploded and the owner sustained minor burns, which were treated in hospital.
- 1.9. From April to December 2025, there were 9 reported incidents of people inadvertently entering the water, compared to 14 incidents in 2024 over the same period, which represents an overall decrease of 5. Capsizing, falling in from a vessel whilst mooring or departing, and falling/jumping in from the bank/quay heading are the main areas represented in these figures.
- 1.10. The reported incidents remain low when considered against the high numbers of visitors who enjoy the waterways either by boating or by other means. The statistics include fatalities where people entered the water either accidentally or intentionally. Slips, trips and falls continue to be a significant factor that the Authority monitors after each occurrence. Some incidents are associated with swimming, and the Authority's messaging remains very clear about the significant dangers.
- 1.11. Of the fatalities in the report period, most are not directly attributable to boating. Of those who inadvertently entered the water, lifejackets were found in use in several incidents, and they are a major factor in some of those involved being able to get out and fully recover.
- 1.12. The Authority and our partners are continuing to reinforce the safety messaging on personal awareness, slow and steady speed on approach to moorings, use of provided grab rails, and wearing a life jacket when mooring and moving around a vessel.
- 1.13. The licensing of non-powered hire craft was introduced in 2023/24 and required operators to provide a formal handover and an 'in-water' trial to all hirers. Paddle sports continue to be popular in our waters and are an area where safety education is important; the Hire Boat Licensing Officer, Rangers and other front-line staff will continue to promote safety awareness in line with this during 2026.

1.14. The Hire Boat Licensing Officer carried out a series of annual ‘Spot Checks’ during the 2025 summer season to ensure that hire boat operators complied with the licensing requirements and monitored handovers and ‘in-water’ trials. These seasonal checks are a vital safety audit feature and will continue in the 2026/27 season.

2. Annual internal safety audit programme 2025/26

2.1. The Head of Safety Management has identified three internal safety audits in Table 1 below to be carried out in the coming year. This programme is to ensure that the Broads Authority’s Safety Management System is working effectively and to introduce changes as deemed necessary to maintain and improve the current safety standards.

2.2. Table 1

Internal safety audit programme 2025/26

Internal Audit	Aims and Objectives
Broads Authority Premises.	To review and ensure that there is a consistent approach to premises management. To review methods for recording and documenting safety processes, such as Asbestos/Legionella and Fire Risk management.
Broads Authority Formal Safety Assessments.	Our formal safety assessments are reviewed every 3 years in line with our Safety Management System and compliance with the Port Marine Facilities Safety Code. As the designated person, the Head of Safety Management will lead the review process, which will involve stakeholders from the Boat Safety Management Group
Yacht Stations and sites which the public uses.	Safety Audits with special attention to public safety on sites to ensure standards and compliance are being met.

Author: Matt Dane

Date of report: 29 April 2026

[Broads Plan](#) strategic objectives: Broads Plan Theme C4 – Maintain and improve safety and security and user behaviours on the waterways.

Appendix 1 – Annual Safety Audit 1 April 2025 to 31 December 2025

Appendix 1 – Annual Safety Audit 1 April 2025 to 31 December 2025

The reporting period is from 1 April 2025 to 31 December 2025. The report is limited to the Broads Authority’s area of marine responsibility. Notable incidents are listed below.

2025	Incident Details	Hazard Log Category
01/04/2025	Person fell into the River from The New Inn Horning- assessed by Ambulance	Falling in
07/04/2025	Female aboard W675 suffering a panic attack. Taken to Hospital	Medical Incident
22/04/2025	Minor injury from dog bite at OBYS. First aid treatment- reported to police	Injury
02/05/2025	Fallen in at Cox’s boatyard from vessel W386. Taken to Hosp	Falling In
14/05/2025	Female jumped from Lady Julian bridge Norwich. Recovered from the water by Rangers. Hosp by Ambulance	Falling in
18/05/2025	93-year-old male aboard vessel grey Goose suffered a broken ankle. Vessel moored Beccles Quay. Hosp by ambulance	Injury
20/05/2025	Male fallen in boarding a dingy at Hoveton Nature trail	Falling in
23/05/2025	Elderly female with suspected heart attack aboard tour boat Belle of the Broads	Medical incident
15/06/2025	2 adults and 1 child capsized from a hired canoe by Swans at NYS	Falling in.

15/06/2025	Fallen into river whilst attempting to moor at GYYS. No life jacket. No injury	Falling in
23/06/2025	70-year-old male extracted from vessel Brinks Concerto at Potter Heigham. Possible stroke	Medical incident
02/07/2025	14-year-old male jumped into river at Beccles. Failed to resurface. Deceased at Scene	Fatality
05/07/2025	Fell into river at Ranworth while refilling boat with water. No injuries	Falling in
25/07/2025	Male power boat pilot suffered fatal injuries after collision with houseboat	Fatality
05/08/2025	23-year-old male recovered from the water at Horstead Mill. Taken to hospital later declared deceased	Fatality
12/08/2025	Gas canister fire aboard vessel 1615Y at Sutton staithe. Minor burns sustained to boat owner	Fire
14/08/2025	Male fallen from hire craft whilst mooring at GYYS. Injury to chin requiring 14 stitches. Returned to vessel	injury
29/08/2025	Body of a male recovered by Police from River Wensum near NYS	Fatality
30/09/2025	36 -Year-old male – cardiac arrest aboard vessel Blue Panda. Expected death - end of life care	Fatality
02/09/2025	Vessel Fire at Bureside Holiday Park	Fire
05/09/2025	Person fell into river near Norwich Yacht Station	Falling in

14/09/2025	Hire boat aground river Bure. Taking on water- evacuation of crew	Grounding
21/09/2025	Fell into river at GYYs from hire cruiser. Not wearing life jacket- Person recovered safely	Falling in
13/10/2025	Elderly male fallen into the river at Ranworth whilst filling Hire Cruiser with Water	Falling in
11/11/2025	Male recovered from the river at Norwich riverside, by Police. Deceased	Fatality
20/12/2025	Male pulled from River Wensum nr St James Quay Norwich, later died in hosp. Poss Suicide	Fatality

Table 1 - Analysis of Death/Injuries Since 1998

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Death																												
No of deaths on or from boats	3	2	1	3	2	6	0	0	2	0	0	0	2	4	2	0	2	1	5	1	2	1	5	3	0	3	3	1
Reported deaths not related to boating	1	4	4	2	3	1	0	7	2	1	1	3	3	3	8	2	5	4	2	1	2	2	1	2	1	1	4	7
Cause of death																												
Severe injury	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	2	0	0	0	0	1
Heart Attack	0	1	1	0	1	0	0	0	1	0	1	2	2	1	5	0	1	1	3	1	1	1	0	1	1	1	2	0
Drowning	4	5	1	3	3	5	0	4	3	0	0	0	1	3	2	0	5	3	0	0	3	2	3	0	0	1	4	4
Asphyxiation/CO poisoning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0
Terminal Illness														1	0	0	0	0	0	0	0	0	0	1	0	1	0	1
Not Known	0	0	1	0	0	2	0	3	0	1	0	1	2	2	0	0	1	0	2	1	0	0	1	3	0	0	0	1
Reports of people inadvertently entering in the water See footnote.	8	2	5	1	4	15	16	12	23	29	17	34	20	17	18	12	22	19	21	12	23	17	27	24	11	9	14	11
No of persons reported as requiring hospital treatment	7	9	8	7	7	18	2	4	13	12	11	22	30	17	15	19	14	13	30	36	49	33	35	35	19	15	19	7

Head	1	3	2	1	1	1	1	3	1	1	5	3	3	1	3	3	0	2	7	3	4	5	3	1	4	3	4	1
Arm/hand	0	0	1	3	1	1	1	0	1	6	4	1	4	4	2	4	1	0	3	4	6	7	5	2	5	3		0
Leg/foot	2	4	1	2	2	2	2	1	3	7	5	7	8	3	6	4	3	4	9	8	8	11	9	12	6	3	3	2
Torso, ribs, chest, back	0	1	4	1	1	2	0	1	4	3	0	2	4	2	0	2	2	2	1	5	8	2	2	6	1	1	1	0
Not described	0	0	0	0	0	10	2	1	4	0	0	8	10	2	2	5	1	4	6	12	13	8	10	10	3	3	11	2
Asphyxiated/CO poisoning	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2	0	0	0	4	0	0	0	0	0	0	0
Burns/Scalds	4	1	1	0	2	1	0	0	1	1	0	1	2	1		1	2	0	0	0	0	0	2	1	0	0	0	1
Heart attack														3	5	1	2	1	5	3	10	0	4	2	0	3	0	1

Footnote: Reports where someone inadvertently found themselves in the water. It does not include capsizes of sailing dinghies etc, or from any other contact water sports where entry into the water is predictable.

Broads Authority

15 May 2026

Agenda item number 13

Broads Authority Landscape Character Assessment Supplementary Planning Document

Report by Heritage and Design Manager

Purpose

The Broads Landscape Character Assessment was first completed in 2006, with an update produced in 2016. An exercise to bring the document up to date and make it accessible has been completed and it is intended that it be adopted as a Supplementary Planning Document (SPD).

Broads Plan context

Theme D2 – Maintain up to date Broads Landscape Character Assessment

Recommended decision

To approve the Broads Landscape Character Assessment SPD.

1. Introduction

- 1.1. This Landscape Character Assessment (LCA) Supplementary Planning Document (SPD) (see Appendix 1) is an updated version of the current Broads Authority Landscape Character Assessment (2016), which was not an SPD and can be viewed [here](#). The original landscape character assessment was completed in 2006, was subsequently added to in 2012 and updated and edited in 2016 as part of a second stage Heritage Lottery bid. Amendments have now been made to ensure that it is in accordance with current guidance and reflects any changes that have occurred to the landscape in the intervening period. The format of the document has also changed to ensure it meets current accessibility standards. It will form part of the evidence base for the Broads Authority's new Local Plan and be used to inform planning applications as well as used in decision-making. It will also be a Supplementary Planning Document.
- 1.1. The National Planning Policy Framework (2024) defines supplementary planning documents as *'documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the*

development plan. The Authority is aware that the Government are seeking to phase out the use of SPDs. However, the transition arrangements to phasing out SPDs and the progress of the emerging Local Plan for the Broads are such that the Authority considers it appropriate and relevant to produce this SPD, which will give the guidance more weight.

2. The Broads Authority Landscape Character Assessment (LCA)

- 2.1. The purpose of this LCA SPD is to provide an assessment of the different landscape characters within the Broads Authority Executive area to enable informed planning and management of the landscape, for example to meet the requirements of the NPPF. The NPPF sets out at paragraph 189 that *'great weight should be given to conserving and enhancing landscape and scenic beauty'* in the Broads, which has the highest level of protection in relation to these issues. It goes on to state that, *'development within their setting should be sensitively located and designed to avoid or minimise adverse impact on the designated areas'*. Paragraph 190 requires that applications for major development in the Broads should include an assessment of any detrimental impact on the landscape and the extent to which that impact could be moderated. By providing accessible baseline information on the character and condition of the landscape, the LCA will support these requirements.
- 2.2. The Norfolk and Suffolk Broads is a protected landscape with a unique, nationally significant mosaic of gentle landform, habitats, lakes and rivers. The document sets out how this interplay between the land, water and people has shaped the landscape of the Broads over many centuries.
- 2.3. Landscape character can be defined as the distinct and recognisable pattern of elements, or characteristics in the landscape that make one landscape different from another. Landscape character assessment is the process of identifying and describing such variations in character across a landscape. It also seeks to identify and explain the unique combination of features and attributes (characteristics) that make different landscapes distinctive. This LCA SPD identifies the 13 landscape types found in the Broads and assesses the 31 different landscape character areas.
- 2.4. This document is primarily intended to inform the planning process and will be a material consideration in determining planning decisions. It will be of use to all those involved in the planning process, including site owners, applicants, architects, agents, the Local Planning Authority and the Planning Inspectorate. It has helped to inform planning policies relating to the landscape and should be read alongside policies SP7, DM16 and DM43 of the Local Plan for the Broads and successor policies. It also provides interesting information that may be of interest to a wider audience, including those managing landscape-based projects (for example ecologists, statutory bodies or

arboriculturists) and the wider public. The advice and guidance that it contains will not add unnecessary financial burden to development.

- 2.5. In producing this document it has become apparent that the accompanying spatial data does need some re-alignment in relation to the latest digital interpretation of The Broads area and other data sources. This piece of work will be progressed but may take some time to complete.

3. Consultation

- 3.1. The Town and Country Planning (Local Plans) (England) Regulations 2012 (as amended) require the Authority to undertake consultation to inform the production of the Landscape Character Assessment SPD and also, as a minimum, requires that the draft document is published for four weeks and during that time it is available on the Authority's website with hard copies available for inspection in the Authority's office.
- 3.2. The Authority's approach to engagement in the preparation of SPDs is set out in the Statement of Community Involvement. The consultations were advertised on the Authority's website and through social media posts. Consultation documents were available on the Authority's website, in libraries, district council offices and at the Authority's office.
- 3.3. Two periods of consultation have taken place. The first between 12 January and 9 February 2026 and due to some issues with version control on some maps and some minor changes to the Strategic Environmental Assessment Screening (Appendix 2) a second period of consultation took place between 9 March and 7 April 2026.
- 3.4. We received 14 responses to the first round of consultation and 2 to the second round. Where appropriate the document has been amended to incorporate suggestions made by consultees. Details can be found in the Consultation Statement (Appendix 3).

4. Conclusion

- 4.1. The Broads Authority Landscape Character Assessment SPD will provide a useful tool for those involved in the planning process and its adoption as an SPD will give it more weight.
- 4.2. The officers' recommendation is that Members adopt the Broads Authority Landscape Character Assessment as an SPD.

Author: Kate Knights

Date of report: 14 April 2026

[Broads Plan](#) strategic objectives: Theme D2 – Maintain up to date Broads Landscape Character Assessment

Appendix 1 - The following appendices 1a-f constitute the Broads Landscape Character Assessment SPD:

- Appendix 1a - [Landscape Character Assessment Part 1: Introduction and sections 1 and 2](#)
- Appendix 1b - [Landscape Character Assessment Part 2: Section 3 map of the 31 character areas](#)
- Appendix 1c - [Landscape Character Assessment Part 3: Section 3 character areas 1 to 9](#)
- Appendix 1d - [Landscape Character Assessment Part 4: Section 3 character areas 10 to 21](#)
- Appendix 1e - [Landscape Character Assessment Part 5: Section 3 character areas 22 to 31](#)
- Appendix 1f - [Landscape Character Assessment Part 6: References and bibliography](#)

Appendix 2 - [Strategic Environmental Assessment Screening](#)

Appendix 3 - [Consultation Statement](#)

Broads Authority

15 May 2026

Agenda item number 14

Annual Summary of formal complaints 2025/26

Report by Head of Governance

Purpose

This report summarises the formal complaints received by the Broads Authority, together with the outcome of those complaints, for the year 2025/26.

Recommended decision

To note the report.

1. Introduction

- 1.1. It is considered good practice for public bodies such as the Broads Authority to have effective, transparent and accessible arrangements in place to deal with complaints, to adequately publicise their complaints procedures, to monitor responses and to make sure lessons are learnt from the outcome of complaints.
- 1.2. The Authority has a separate [Members Code of Conduct](#) and [complaints procedure](#), which clarifies the conduct expected by members and summarises how the Authority deals with such complaints. Following the establishment of a Standards Committee in September 2023, information on complaints under this process is contained within the committee's annual report to the Authority (item 16 on this agenda).
- 1.3. The formal complaints summarised in this report are those made by members of the public and service users during the period 1 April 2025 to 31 March 2026, together with a summary of the Authority's responses.

2. Broads Authority complaints procedure

- 2.1. The Authority's formal complaints procedure is published on its website at [How to complain \(broads-authority.gov.uk\)](#). The procedure has a number of stages:
 - In the first instance, complainants are advised to contact the manager responsible for the area of work where they have a complaint or comment, so that the matter can be dealt with informally and as near as possible to the point of contact.
 - If it is not possible to resolve the complaint informally, the complainant may submit a formal complaint in writing. This complaint is investigated by the appropriate Director, who has a responsibility to reconsider the matter objectively

and professionally. The complainant will receive a detailed reply in writing identifying whether their complaint is upheld or not. The reply will also explain how to take the matter forward should the complainant remain dissatisfied.

- Finally, if the complainant is still dissatisfied as a result of the Director’s response, they may ask for the matter to be reviewed by the Chief Executive, setting out the reasons why they believe the complaint has not been properly resolved at stage 2. The Chief Executive is required to review the complaint in an impartial manner and may, if he/she sees fit, seek advice from other officers such as the Monitoring Officer, and also seek direction from the appropriate committee, or from independent consultants or advisers if he/she believes that an external view would be helpful. If the formal complaint concerns action that the Chief Executive has taken, it will be reviewed by the Chairman of the Authority. This is the final stage of the Authority’s formal complaints procedure.

2.2. The Authority seeks to provide a remedy to complaints when it is found at fault.

3. Local Government & Social Care Ombudsman

3.1. The Local Government & Social Care Ombudsman (LG&SCO) investigates complaints by members of the public who consider that they have been caused injustice by the administrative actions (maladministration) of local authorities and other bodies within their jurisdiction, which includes the Broads Authority.

3.2. The LG&SCO provides a free, independent and impartial service, and will normally only agree to investigate a complaint if the internal complaints procedures of the appropriate body have been exhausted.

4. Formal complaints 2025/26

4.1. Six formal complaints were made to the Authority in 2025/26. The subject matter and outcome of those complaints is set out in Appendix 1. Other complaints and issues resolved on an informal basis are not recorded.

5. Comparison with previous years

5.1. For comparison between the current year and previous years, the number of formal complaints and complaints to the LG&SCO can be found in the table below:

	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20
Formal complaints	6	4	7	7	7	5	4
Complaints to LG&SCO	0	0	0	0	0	2	1

6. Conclusion

- 6.1. Given the breadth and volume of the Authority's work, the number of formal complaints received in 2025/26 is considered to be small. Officers will continue to record and monitor formal complaints and seek to learn lessons from them, especially if the Authority's actions have fallen below expected standards

Author: Lorraine Taylor

Date of report: 07 April 2026

[Broads Plan](#) strategic objectives: n/a

Appendix 1 – Summary of formal complaints 2025/26

Appendix 1 – Summary of formal complaints 2025/26

Summary of complaint	Final response provided by	Stage reached and summary of response
Land off Mill Road in Stokesby	Chief Executive	This complaint related to a planning issue. The Stage 2 response sent by Director of Strategic Services on 18 July 2025 covered all the issues raised by the complainant and therefore there was no justification for a Stage 3 Review.
Replacement of Broads Authority Rangers' Hut at Reedham Quay	Chief Executive	Stage 3 – A detailed response was sent to the complainant explaining that the Authority had sought and followed legal advice. It did not require consent under s. 38 (6) (a) Commons Act 2006 for the work.
Belaugh early noise disturbance	Director of Delivery	<p>Stage 2 – A detailed response was provided to the complainant. It acknowledged the impact that repeated early-morning disturbance can have and recognised that sleep disruption, particularly where young families are affected, is distressing and should not be dismissed lightly.</p> <p>The Broads Authority did not have statutory powers to investigate, determine, or enforce statutory nuisance under Part III of the Environmental Protection Act 1990 and that the correct authority with the powers to enforce the Act was Broadland District Council.</p>

Summary of complaint	Final response provided by	Stage reached and summary of response
		The Director of Delivery noted the concerns raised for consideration in ongoing site management.
Regulation 9 Duties (Monitoring, Risk Assessment, and Site Protection)	Chief Executive	Stage 3 – The complaint was dismissed on the grounds that the complainant had not submitted any evidence that suggested that the Broads Authority was failing to comply with Regulation 9 (3) of the Conservation of Habitats and Species Regulations 2017 in relation to game birds.
Toll calculation for vessel	Chief Executive	Stage 3 – The complaint was dismissed on the grounds that previous responses to the complainant were reasonable based on the information supplied to date in relation to the vessel’s measurements in calculating the toll.
Lack of evidence for deer impact assessments	Director of Resources	Stage 2 – The Authority did not accept the complaint about the report on the Impact of Deer on Wetland Habitats in the Broads National Park (February 2025).

07/04/2026

Broads Authority

15 May 2026

Agenda item number 15

Standing Orders Relating to Contracts- review and annual report on requests to waive standing orders in 2025/26

Report by Director of Resources

Purpose

This report details the 2025/26 annual summary of instances where Standing Orders Relating to Contracts (SORC) were waived.

Broads Plan context

Financial management supports all actions within the Broads Plan.

Recommended decision

Note the annual instances where Standing Orders Relating to Contracts (SORC) were waived.

1. Introduction

1.1. This report provides details where the Chief Executive authorised a waiver of SORC during 2025/26. Waivers can only be approved by certifying that there is an extreme urgency, only one supplier or in certain other circumstances. It also requires that all waivers authorised under delegated powers must be reported to the Authority on an annual basis.

2. Waivers authorised in 2025/26

2.1. Twenty-five separate waivers to SORC were authorised in 2025/26, twenty-three by the Chief Executive and two by the Board as set out in Table 1. The costs in the final column are exclusive of VAT.

Table 1

Summary of waivers authorised in 2025/26

Ref	Details of Contract	Supplier	Amount £
A	Development Control Practice annual subscription	Haymarket Media Group Ltd	£6,969

Ref	Details of Contract	Supplier	Amount £
B	Visitor location insights annual subscription	ActiveXchange Ltd	£10,495
C	Softrak 140 Twin Cut Harvester	Loglogic	£205,030
D	Consultants to review barriers to access in the Broads	Pathmakers CIO	£10,000
E	Power connection to electric charging pillar	Bowler Power Services Ltd	£6,799
F	Ports and Marine Facilities Safety Code (PMFSC) - MARNIS upgrade and audit	ABP Marine Environmental Research Ltd	£12,350
G	Two attachments for the existing Truxor	Truxor UK Ltd	£12,620
H	Hopper and platform for the new concrete pump	R&P Metalwork Ltd	£16,500
I	Production of 2026 Broadcaster	Countrywide Publications	£12,620
J	Installation of a sluice at Buttles Marsh	Broads Internal Drainage Board (IDB)	£28,605
K	McConnell T500 Robocut	Philip Liverton Ltd	£67,410
L	Sheet piling	Maxx Piling BV	£21,916
M	PMFSC – Marine Safety Management Plan rewrite	ABP Marine Environmental Research Ltd	£6,800
N	8 x NATO pontoons and 2 x scow-end sections	Eurpontoons	£81,315
O	Paddle craft launch pontoon at Hoveton	The Pontoon & Dock Company	£34,143
P	Water Quality monitors	Xylem Water Solutions UK Ltd / Van Walt Ltd	£16,903
Q	Riverside tree and scrub management	Broadwood	£9,620
R	Repairs and annual maintenance to the trip boats	EC Landamores Ltd	£8,318
S	To lift and pain two wherries	Alicat Workboats Ltd	£26,344
T	9 x dipwells and gateway for monitoring peat	Cwiri Ltd	£9,920
U	Recovery of two sunken vessels	Red7 Inshore Diving Ltd	£28,123

Ref	Details of Contract	Supplier	Amount £
V	Mooring repairs	GT Rochester Plant Ltd	£8,008
W	52 x Electric Charging Pillars and first year subscription	Meter Macs Ltd	£82,768
X	Broads Plan and Nationally Significant Infrastructure Projects support	Compasspoint Planning	£30,800
Y	Replacement engine for launch	French Marine Motors Ltd	£28,471

2.2. Further details of the individual contracts and the reason for waiving the SORC are set out below.

- A. **Sole Supplier:** The supplier is the only provider who offers the comprehensive service required. A discount on the original quote was secured.
- B. **Sole Supplier:** The only supplier able to provide data including boat surveys.
- C. **Sole Supplier:** The only supplier able to provide a machine with low ground pressure with proven use in the Broads.
- D. **Competitive quotes not sought:** Due to the Active Travel England funding time constraints only one supplier could complete the work within the timescales.
- E. **Competitive quotes note received:** Despite requesting quotes only two were received. The contract was awarded on lowest cost.
- F. **Sole Supplier:** The supplier is only supplier of this type of risk management software and expertise to undertake the audit.
- G. **Sole Supplier:** The supplier is the only supplier of this equipment in the UK.
- H. **Competitive quotes note received:** Despite contacting six suppliers for quotes only one was received.
- I. **Competitive quotes not received:** Despite contacting five suppliers for quotes only one was received.
- J. **Sole Supplier:** Other suppliers are unable to work on IDB managed structures.
- K. **Competitive framework tenders not received:** Despite using a recognised framework agreement only two supplier provided prices. A local supplier outside the framework was identified and came in as the lowest price.
- L. **Competitive tenders not received:** Despite initial correspondence the tender process was not successful. Subsequent quotes were received with two over the tender threshold and one just below. The contract was awarded on lowest price.

- M. **Contract Extension:** Following the initial work under F additional work was identified. This was approved by the Broads Authority on 28 November 2025.
- N. **Competitive tenders not sought:** Although tenders were not invited three quotes were obtained with purchasing direct from the manufacturer as the lowest price. This also enables compatibility with existing pontoons.
- O. **Sole Supplier:** Whilst other type of craft pontoons exist the market for the smaller accessible paddle crafts is limited to this supplier.
- P. **Competitive quotes not received:** Only two quotes were received, and the contracts were awarded based on the lowest price for each type of monitor.
- Q. **Competitive quotes not received:** Despite contacting seven suppliers only two quotes were received. The contract was awarded on lowest cost.
- R. **Urgency:** Following the tender to replace the engines additional works were identified. As the boats were already with the supplier and the approaching start of season it was not practical to secure additional quotes.
- S. **Sole Supplier:** Based on the weight and size of the two wherries this was the only supplier who could lift and store them whilst the work was being conducted.
- T. **Sole Supplier:** There is only one supplier for this type of monitoring of the dipwells.
- U. **Competitive quotes not received:** Only two quotes were received, and the contract was awarded based on lowest price.
- V. **Competitive quotes not received:** Despite contacting five suppliers only two quotes were received. Due to the contractor already being on site this delivered the best operational efficiencies.
- W. **Competitive tenders not received:** Although the tender was advertised only two responses were received, with one disqualification. Negotiations secured an improved ongoing revenue costs which were not being funded by the capital grant.
- X. **Urgency:** Due to the timescales for starting the new plan quotes had not been requested but the rates demonstrated value for money. This was approved by the Broads Authority on 27 February 2026.
- Y. **Urgency:** Due to proximity of the start of season and safety for visitors on Breydon only quotes were requested. The contract was awarded based on lowest price.

3. Risk implications

- 3.1. Within the corporate risk register, reputational damage to the Authority (such as that caused by comments or actions by members or officers) is identified as a risk and the directorate risk register identifies failure of procurement practices, which could lead to legal challenge. All waivers require careful consideration to ensure that contracts are not awarded to give unfair benefit to suppliers, thus reducing the impact on the Authority's reputation and the potential for challenge.

4. Conclusion

- 4.1. Twenty-three waivers were approved by the Chief Executive and two by the Board in 2025/26, compared to the thirteen in 2024/25 (twelve by the chief executive and one by the Board). Whilst there has been a significant increase, eleven of the waivers (two in 2024/25) were funded by additional grants with time constraints on them being spent in the financial year. All approved waivers were justified on the grounds of achieving the best outcome for the Authority at the best possible price.

Author: Emma Krelle

Date of report: 24 April 2026

Background papers: [Broads Authority - Standing Orders Relating to Contracts](#)
[Broads Plan](#) strategic objectives: All

Broads Authority

15 May 2026

Agenda item number 16

Annual Report of the Standards Committee

Report by Head of Governance

Purpose

To provide an overview of the work of the Standards Committee and information on complaints under the Members Code of Conduct.

Recommended decision

To note the report.

1. Introduction

1.1. In [September 2023](#) the Authority agreed to the establishment of a Standards Committee. Creation of this Committee was one of the recommendations of the report of Mark Heath, which the Authority accepted and approved at its meeting on [20 January 2023](#). The principal purpose of this Committee is the promotion and maintenance of high standards of conduct within the Authority. A key function of the Committee is to deal with complaints under the Code of Conduct. The Committee is scheduled to meet once per annum, with additional meetings convened as necessary.

1.2. The Localism Act 2011 requires all local authorities, including the Broads Authority and national park authorities, to have an adopted Code of Conduct for members and to have appropriate procedure in place for dealing with complaints made under the Code.

1.3. The Act states:

Section 27

- (1) A relevant authority must promote and maintain high standards of conduct by members and co-opted members of the authority.
- (2) In discharging its duty under subsection (1), a relevant authority must, in particular, adopt a code dealing with the conduct that is expected of members and co-opted members of the authority when they are acting in that capacity.

Section 28

- (6) A relevant authority other than a parish council must have in place—
 - (a) arrangements under which allegations can be investigated, and

- (b) arrangements under which decisions on allegations can be made.
- 1.4. The responsibility for all issues of probity and conduct must sit with either the Authority as a whole or a separately constituted committee. Most local authorities have adopted a separate Standards Committee
 - 1.5. Under its terms of reference, the Committee is required to produce an annual report on its work to the Broads Authority.

2. Update

- 2.1. At the Broads Authority meeting on 25 July 2025, the following Members were appointed to the Committee: Stephen Bolt; Peter Dixon; Andrée Gee; Tim Jickells; and Gurpreet Padda. It was agreed by the [Broads Authority](#) at that meeting, that the Chief Executive, in consultation with the Chair of the Authority, be delegated to appoint the new Secretary of State Members to the Standards Committee after discussion with those new Members. Gail Harris and Tim Munday were subsequently appointed to the Standards Committee.
- 2.2. At its meeting on [19 March 2026](#), Stephen Bolt was appointed Chair and Tim Jickells Vice-Chair.
- 2.3. The Monitoring Officer (MO) presented on two items: [Proposed amendment to Member Code of Conduct - interests of Navigation Committee members](#) and [Update on the consultation on strengthening the standards and conduct framework for local authorities in England](#)
- 2.4. The MO set out the proposed change to Appendix B of the Member Code of Conduct. It was proposed that by extending the scope of paragraph 9 of Appendix B it would avoid the need for Navigation Committee Members, who pay a navigation toll, to seek specific dispensations and therefore participate in consultations on wider navigation matters such as on pilotage or weed cutting. The proposal was unanimously supported by the Standards Committee and recommended to the Broads Authority that paragraph 9 of Appendix B of the Member Code of Conduct be amended with the addition of the words: “For Members of the Navigation Committee only, consultation on navigation matters other than the level of navigation tolls, irrespective of the nature and extent of the interest, at meetings of the Navigation Committee”. A report setting out the recommendations is before Members at Agenda item 19.
- 2.5. The MO and the HoG gave an overview on the recent consultation on strengthening the standards and conduct framework for local authorities in England. Although the Government had published their response on the consultation, they were yet to present the framework to the House of Commons and were waiting for parliamentary time to do so. The MO advised that the Public Office (Accountability) Bill (known as the “Hillsborough Law”) could have significant implications for all public authorities.

- 2.6. The Head of Governance (HoG) presented a report on [Creating a framework for Member engagement with operational staff](#). The report set out a draft framework for managing requests from Members to accompany Officers during their operational duties. The Committee resolved unanimously to recommend to the Broads Authority that the Volunteer Strategy should be updated to include the proposed framework. A report setting out the recommendation to provide guidance on Member volunteering and engagement is before Members at Agenda item 18.
- 2.7. The HoG presented an exempt report on Member training which covered the period from September 2024 to November 2025. The Standards Committee recommended that the MO and HoG takes a report to the Broads Authority on 15 May 2026 which would set out: which essential training items would be mandatory and report how this training would be delivered; that attendance of mandatory training becomes a Code of Conduct requirement; and that Member training attendance records are published. A report on Member training is before Members at Agenda item 20.

3. Complaints under the Member Code of Conduct

- 3.1. No complaints were made under the Member Code of Conduct during the period 1 April 2025 to 31 March 2026.

4. Future work programme

- 4.1. Following the consultation on strengthening the standards and conduct framework for local authorities in England, the Government were waiting for parliamentary time to introduce the standards framework to the House of Commons which was expected in the Autumn. In addition, the Public Office (Accountability) Bill (known as the “Hillsborough Law”), was currently going through the parliamentary process with expected Royal Assent by autumn.
- 4.2. Both items could have significant implications for the Broads Authority and examination would be needed when this law and the new framework were introduced. It would be expected that a mandatory Code of Conduct would need to be adopted in consultation with the Standards Committee and brought to the Broads Authority for adoption in due course.

5. Conclusion

- 5.1. Members are asked to note the work undertaken by the Standards Committee.

Author: Lorraine Taylor

Date of report: 17 April 2026

[Broads Plan](#) strategic objectives: n/a

Broads Authority

15 May 2026

Agenda item number 17

Appointment of Monitoring Officer - May 2026

Report by Chief Executive

Purpose

To appoint the Authority's Monitoring Officer.

Recommended decision

To agree to transfer the position of Monitoring Officer from Jonathan Goolden at Wilkins Chapman to Lorraine Taylor, Head of Governance as from 18 May 2026.

1. Introduction

- 1.1. The Authority is required¹ to appoint a Monitoring Officer. Since December 2022² Jonathan Goolden of Wilkins Chapman has filled the role of Monitoring Officer for the Broads Authority, with support from Estelle Culligan as the Deputy Monitoring Officer.
- 1.2. There have been significant advantages in Wilkins Chapman fulfilling the Monitoring Officer role. Utilising their nationally recognised expertise, they have helped the Authority to:
 - Navigate extraordinary circumstances relating to misconduct;
 - Support constitutional changes;
 - Provide code of conduct training;
 - Support the Standards Committee;
 - Confirm members' interests and dispensations; and
 - Perform general Monitoring Officer duties.
- 1.3. We are thankful for the advice and guidance provided by Jonathan, Estelle and their colleagues, which has placed the Authority in a much better position than it was three years ago.

¹ Section 5 Local Government and Housing Act 1989

² Broads Authority decision at their meeting on 2 December 2022

- 1.4. However, the service cost approximately £50,000 in 2024/25, some of this was for legal advice above the Monitoring Officer role. Normally, the service would be provided in-house by a senior officer of the Authority.
- 1.5. It was discussed at the Broads Authority meeting on 9 May 2025, in light of the reduction in grant funding from Defra, to retain Wilkins Chapman on call for support if a difficult issue arises, and to train the then new Head of Governance, Robert Thomas, so that he could take on the role from 1 April 2026, with one of his staff acting as the Deputy Monitoring Officer. Since that decision, Robert Thomas has left the Broads Authority and Lorraine Taylor was appointed as the new Head of Governance in December 2025.
- 1.6. The Head of Governance has undertaken the LLG Monitoring Officer Induction Programme and completed the course on 27 March 2026.
- 1.7. A meeting was held with Wilkins Chapman on 18 February 2026 to discuss the transfer of duties and a termination date of 15 May 2026.

2. Background

- 2.1. Under section 5 of the Local Government and Housing Act 1989, the Broads Authority must appoint a Monitoring Officer. This is a statutory post which has to be confirmed by the Authority. This position cannot be held by the Chief Financial Officer or the Head of Paid Service.
- 2.2. The statutory duties of the Monitoring Officer include ensuring that all Authority decisions are made lawfully. If the Monitoring Officer believes that the Authority has made, or is likely to make, an unlawful decision, they must prepare a report to the Authority.
- 2.3. The Monitoring Officer plays a crucial role in upholding the highest standards of conduct for Members and administering the Authority's Code of Conduct.
- 2.4. The Monitoring Officer is also key in managing the Authority's legal risk exposure. However, there is no requirement for the post holder to be legally qualified.

3. Financial implications

- 3.1. Transferring the Monitoring Officer to an in-house position is estimated to make a savings of around £25,000 in 2026/27.

4. Conclusion

- 4.1. This report sets out the recommendation that the Broads Authority transfer the Monitoring Officer duties from Jonathan Golden of Wilkins Chapman to Lorraine Taylor, Head of Governance as at 18 May 2026.

Author: John Packman

Date of report: 02 April 2026

Background papers: none

[Broads Plan](#) strategic objectives: overall delivery of the objectives.

Broads Authority

15 May 2026

Agenda item number 18

Creating a framework for Member engagement with operational staff

Report by Head of Governance

Purpose

To propose a draft framework for managing requests from Members to accompany officers during their operational duties, ensuring these interactions are positive, productive and safeguard the respective roles of Members and staff.

Recommended decision

Approve the updating of the Volunteer Strategy to provide guidance on Member volunteering and engagement as proposed in the report.

1. Introduction

- 1.1. At its 19 September 2025 meeting, the Broads Authority considered a paper proposing an update to the Code of Conduct that would clarify the position on Member volunteering. The Authority acknowledged the importance of the issue but did not reach a consensus, referring the matter to this Committee for detailed review.
- 1.2. This paper does not seek to limit Member participation. Instead, it acknowledges the valuable feedback from Members and incorporates critical operational perspectives from staff gathered following the meeting. The aim is to move towards a practical framework that balances Members' desire to learn and contribute with the need for clear boundaries and effective service delivery.
- 1.3. We propose shifting from a Code of Conduct focus to creating a clear Member engagement and volunteering approach for the Volunteer Strategy. This would provide clarity for Members and Co-Opted Members, and staff, ensuring all interactions are constructive and governed by mutual respect.

2. Background and feedback

- 2.1. The original paper highlighted potential governance concerns, including conflicts of interest and the blurring of member-officer roles. The Authority's discussion revealed a strong desire from Members to maintain opportunities for hands-on engagement to better inform their strategic duties.

2.2. Feedback from Members emphasised that:

- The Authority benefits from the expertise and external perspectives of its Members.
- Engagement with operational staff is seen as vital for understanding the Broads.
- A case-by-case approach was preferable to a universal ban.

2.3. Feedback from Staff, gathered to better understand operational realities, highlighted several challenges with the current informal approach:

- Staff can feel obliged to accommodate Member requests at times convenient to the Member, rather than times that fit operational workflows.
- Officers sometimes must alter their planned physical work (e.g. tree trimming) to accommodate a Member who may not be able to participate fully, impacting productivity.
- There is a distinction between a Member wishing to volunteer to complete a specific task, and a Member wishing to observe and learn about operations. The former requires a focus on the work, while the latter is an educational engagement.
- Staff can be placed in difficult situations if asked about broader Authority policy or positions on which they are not briefed, leading to potential miscommunication.

3. Proposed Framework for a Member Engagement

3.1. To address these points, a framework was presented to the Standards Committee on 19 March 2026 for their input. The Committee resolved unanimously to recommend to the Broads Authority that the Volunteer Strategy was updated in line with the proposed framework for inclusion in the Volunteer Strategy. It is designed to foster positive interactions while providing clear guidelines.

3.2. Guiding Principles

3.3. Every interaction must have a clear purpose:

- (a) either as a formal volunteering activity, or
- (b) an observational engagement.

3.4. The distinct roles of Members (strategic) and Officers (operations) must always be respected as outlined in the Code of Conduct.

3.5. The work schedule and safety requirements of officers are the primary consideration.

3.6. Engagement opportunities will be offered around existing work plans.

3.7. All queries regarding Authority policy or position on matters should be directed to a member of the Management Team, protecting staff from being put in a difficult position.

3.8. **Proposed Protocol for Member Engagement**

A. Formal volunteering on specific tasks

For Members who wish to actively volunteer to complete specific physical or administrative tasks alongside officers, the following would apply:

- *Opportunities are Officer-Led*

Volunteering opportunities, including dates and times, will be prescribed by officers based on operational need and capacity.

- *Commitment to the Task*

Members are expected to participate fully in the volunteer activity for its duration. If a Member is unable to participate in the core tasks of the day, they should not request to volunteer for that specific activity.

- *Clear Briefing*

Members' volunteering will receive a clear briefing on the tasks, safety procedures, and the chain of command for the day.

B. Observational Engagement and Learning

To better support Members' needs to understand operations without the pressure of task completion, a separate pathway is recommended:

- *Official Tours and Shadowing*

Members wishing to learn about the operations of the Broads should request an official, structured tour or shadowing opportunity. This is distinct from volunteering and is designed specifically for education and observation.

- *Scheduled and Structured*

These engagements will be scheduled separately from critical task-based work and will be designed to maximise learning without disrupting workflow.

3.9. Any concerns regarding the application of this framework or potential conflicts of interest shall be referred to the Monitoring Officer for direction.

4. Communication and follow-up

4.1. To address concerns about misquotation and unclear messaging, the strategy will include:

- A reminder that staff speak in an operational capacity, and any questions of a strategic or policy nature should be directed to the relevant Director.
- Encouragement for Members to confirm any operational insights or policy questions with the relevant Director

5. Conclusion

- 5.1. The previous approach, to limit member participation, was clear but it ignored the legitimate desire of Members to engage. The completely informal approach was popular with some Members but creates unacceptable pressures on staff and governance risks for the Authority.
- 5.2. The proposed framework is a pragmatic and constructive approach. It acknowledges the complexity of the issue and provides a structured, fair and transparent way to achieve the engagement Members want, while providing the clarity and protection that staff need.

Author: Lorraine Taylor

Date of report: 07 April 2026

Background papers: [Broads Authority Meeting 19 September 2025, Code of Conduct Update on Member Volunteering](#)

Broads Authority

15 May 2026

Agenda item number 19

Proposed amendment to Member Code of Conduct - interests of Navigation Committee members

Report by Monitoring Officer and Head of Governance

Purpose

To consider amendments to the member Code of Conduct relating to declarations of interests and dispensations for members of the Navigation Committee.

Recommended decision

To approve:

- i. That the Member Code of Conduct be amended by the addition of the words “For members of the Navigation Committee only, consultation on navigation matters other than the level of navigation tolls, irrespective of the nature and extent of the interest” to paragraph 9 of Appendix B of the Code.
 - ii. The addition of an explanatory note in Appendix B to provide clarity to the wording “financial interest and wellbeing”.
-

Contents

1.	Introduction	2
2.	Current member interest requirements	2
3.	Providing context to wording in the Code of Conduct	4
4.	Financial implications	5
5.	Risk implications	5
6.	Conclusion	5
	Appendix 1 – Member Code of Conduct: Appendix B – Registering interests (with tracked changes)	6
	Appendix 2 – LGA guidance on other registrable interests	11

1. Introduction

- 1.1. The Broads Authority is a Relevant Authority under section 27 of the Localism Act 2011. As such, it must adopt a code of conduct reflecting the Nolan principles governing the conduct of its members and setting out rules relating to the declaration of interests and the participation in decision making of those with such interests.
- 1.2. The Authority’s current code is taken from a national model code provided by the Local Government Association (LGA), though the Authority may and has departed from the LGA Model Code to suit its own particular circumstances.
- 1.3. One of those particular circumstances is that under sections 9 of the Norfolk and Suffolk Boards Act 1988, the Authority must establish a Navigation Committee of 13 members of whom 5 are members of the Authority and 8 are not. Those 8 persons are appointed by the Authority after consultation with bodies appearing to the Authority to represent a range of uses and interests in relation to the navigation waters of the Broads.
- 1.4. The Authority must consult the Navigation Committee before determining the level of navigation tolls or charges and on the preparation of the annual budget, including in particular any income or expenditure attributable to the navigation area.
- 1.5. The Authority also consults the Navigation Committee on a range of other issues which may significantly affect the use or enjoyment of the whole or any part of the navigation area and applications for planning permission for developments likely to significantly affect navigation. In so doing, the Navigation Committee is acting in a consultative capacity rather than deciding an issue itself.
- 1.6. Given that the purpose of the Navigation Committee is to enable the Authority to consult persons with particular interests in navigation, it is appropriate to facilitate the participation of Committee members in providing advice to the Authority whilst ensuring transparency as to the interests held by those persons.
- 1.7. This report proposes a change to the Member Code of Conduct to achieve the above.

2. Current member interest requirements

- 2.1. Paragraph 9 of the Code of Conduct requires that members (including appointed members of the Navigation Committee) register and disclose interests. Table 1 sets out disclosable pecuniary interests (DPIs) which must by law be registered and disclosed. Appendix B sets detailed provisions on registering and disclosing interests. Interests fall into the following categories:-

Interest type	Summary of interest	Requirement
DPI	Table 1 interests – includes member and member’s	Must be declared. Cannot speak or vote or remain in

Interest type	Summary of interest	Requirement
	partner's employment or property ownership	the room without a dispensation.
Other Registrable Interest (ORIs)	Table 2 - Unpaid directorships, bodies to which the member is appointed by the Authority, positions of control or management in other public, charitable or lobbying organisations.	Must disclose if matter directly relates to financial interest or wellbeing of ORI. Can remain and speak only if public can do so. Otherwise, cannot speak or vote or remain in the room without a dispensation.
Non-Registrable Interest (NRI) - para 6	Matter directly relates to members' financial interest or wellbeing or that of a relative or close associate	Must disclose. Can remain and speak only if public can do so. Otherwise, cannot speak or vote or remain in the room without a dispensation
NRI – para 7	Matter affects own financial interest or wellbeing, relative, close associate or ORI body	Must disclose. Can remain and speak.
NRI – para 8	Matter affects own financial interest or wellbeing, relative, close associate or ORI body:- (a) to greater extent than affects financial interests of majority of inhabitants of BA area, and (b) reasonable member of public knowing all facts would believe that would affect view of wider public interest	Must disclose. Can remain and speak only if public can do so. Otherwise, cannot speak or vote or remain in the room without a dispensation

2.2. Paragraph 9 of Appendix B of the Code provides a permanent dispensation for Navigation Committee members to enable them to declare, speak and vote on consultation on the level of navigation tolls where the extent of their interest is limited to (a) a liability to pay a navigation toll or (b) the holding of any employment, office,

trade, profession or vocation carried on for profit or gain in an entity liable to pay a navigation toll.

- 2.3. The purpose of the above is to enable Navigation Committee members who either pay a navigation toll themselves or own, run or manage a hire boat operator to nonetheless speak and vote on toll setting consultation.
- 2.4. Some Navigation Committee members have applied and been granted dispensations by the Monitoring Officer to participate in consultations on wider navigation matters, such as on pilotage or weed cutting.
- 2.5. It is proposed to avoid the need for requests for such specific dispensations in the future by extending the scope of paragraph 9 of Appendix B of the Code to consultation on any navigation matter, as follows (additional wording in bold):-

“For the following interests, once you have made a declaration you may nonetheless attend a meeting and vote:

- *Setting of navigation tolls, where the extent of the interest is limited to a liability to pay a navigation toll by reason of owning one or more private vessels.*
- *For members of the Navigation Committee only, consultation on the level of navigation tolls where the extent of the interest is limited to:*
 - a. *a liability to pay a navigation toll or*
 - b. *the holding of any employment, office, profession or vocation carried on for profit or gain in an entity liable to pay a navigation toll*
- ***For Members of the Navigation Committee only, consultation on navigation matters other than the level of navigation tolls, irrespective of the nature and extent of the interest, at meetings of the Navigation Committee.***
- *An allowance, payment or indemnity given to members”.*

3. Providing context to wording in the Code of Conduct

- 3.1. At the meeting of the Standards Committee on 19 March 2026, a Member queried the wording in Appendix B in the Code of Conduct and asked for an explanatory note be added to define “financial interest or wellbeing” in the context of the Code.
- 3.2. It was agreed that more practical advice could be provided to Members to clarify this in future Code of Conduct training and an explanatory note could be added to the Code of Conduct. The LGA has provided guidance on its model code and in particular on ORI and NRIs. This guidance is set out in full in Appendix 2 to this report for ease of reference.
- 3.3. That guidance includes the following:-

What does “affecting well-being” mean?

The term ‘well-being’ can be described as a condition of contentedness and happiness. Anything that could affect your quality of life or that of someone you are closely associated with, either positively or negatively, is likely to affect your well-being. There may, for example, be circumstances where any financial impact of a decision may be minimal but nevertheless the disruption it may cause to you or those close to you could be significant. This could be on either a temporary or permanent basis. Temporary roadworks in your street may affect your wellbeing on a temporary basis. Closure of a local amenity may have a more permanent impact on your wellbeing if you use it more than the majority of people in the area.

- 3.4. It is therefore proposed that the explanatory note should consist of the wording from the LGA’s guidance on the model code and as set out in the tracked changes in Appendix 1 to this report.

4. Financial implications

- 4.1. There are no specific financial implications.

5. Risk implications

- 5.1. There are no specific risk implications.

6. Conclusion

- 6.1. The report sets out an additional dispensation widening the ability of members of the Navigation Committee to contribute to consultations on navigation matters, notwithstanding interests they may hold.
- 6.2. A report was presented to the Members of the Standards Committee on 19 March 2026 where they recommended that the Authority approve the amendment to the Member Code of Conduct with the addition of the words “For Members of the Navigation Committee only, consultation on navigation matters other than the level of navigation tolls, irrespective of the nature and extent of the interest, at meetings of the Navigation Committee” to paragraph 9 of Appendix B of the Code.
- 6.3. That Appendix B of the Code includes an explanatory footnote to define “financial interest or wellbeing” in section 5, 6 and 7 as set out in the tracked changes in Appendix 1.

Author: Lorraine Taylor and Jonathan Goolden

Date of report: 09 April 2026

Appendix 1 – Member Code of Conduct: Appendix B – Registering interests

Appendix 2 – LGA guidance on other registrable interests

Appendix 1 – Member Code of Conduct: Appendix B – Registering interests (with tracked changes)

You must, within 28 days of your appointment as a member or co-opted member of the Authority, register with the Authority’s Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in “The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012”. You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

“**Disclosable Pecuniary Interest**” means an interest of yourself, or of your partner if you are aware of your partner’s interest, within the descriptions set out in Table 1 below.

“**Partner**” means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A ‘**sensitive interest**’ is as an interest which, if disclosed, could lead to the member, or a person connected with the member, being subject to violence or intimidation.
3. Where you have a ‘sensitive interest’ you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees, they will withhold the interest from the public register.

Non-participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

Disclosure of Other Registerable Interests

5. Where a matter arises at a meeting which **directly relates** to the financial interest or well-being¹ of one of your Other Registerable Interests (as set out in **Table 2**), you

¹ The term ‘well-being’ can be described as a condition of contentedness and happiness. Anything that could affect your quality of life or that of someone you are closely associated with, either positively or negatively, is likely to affect your well-being. There may, for example, be circumstances where any financial impact of a decision may be minimal but nevertheless the disruption it may cause to you or those close to you could be significant. This could be on either a temporary or permanent basis. Temporary roadworks in your street may affect your wellbeing on a temporary basis. Closure of a local amenity may have a more permanent impact on your wellbeing if you use it more than the majority of people in the area.

must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting, but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

7. Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a relative or close associate; or
- c. a financial interest or well-being of a body included under Other Registerable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest, the following test should be applied (see paragraph 8).

8. Where a matter (referred to in paragraph 7 above) **affects** the financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the Broads Authority area and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise, you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

9. For the following interests, once you have made a declaration you may nonetheless attend a meeting and vote:

- Setting of navigation tolls, where the extent of the interest is limited to a liability to pay a navigation toll by reason of owning one or more private vessels.

- For members of the Navigation Committee only, consultation on the level of navigation tolls where the extent of the interest is limited to:
 - a. a liability to pay a navigation toll or
 - b. the holding of any employment, office, trade, profession or vocation carried on for profit or gain in an entity liable to pay a navigation toll.
- For Members of the Navigation Committee only, consultation on navigation matters other than the level of navigation tolls, irrespective of the nature and extent of the interest, at meetings of the Navigation Committee.
- An allowance, payment or indemnity given to members.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made to the member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a member, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the relevant authority: (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.

Subject	Description
Land and Property	Any beneficial interest in land which is within the executive area of the Authority. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.
Licenses	Any licence (alone or jointly with others) to occupy land in the executive area of the Authority for a month or longer
Corporate tenancies	Any tenancy where (to the member's knowledge)— (a) the landlord is the Authority; and (b) the tenant is a body that the member, or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the member's knowledge) has a place of business or land in the executive area of the Authority; and (b) either— i. the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the member, or his/ her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners have a beneficial interest

Subject	Description
	exceeds one hundredth of the total issued share capital of that class.

*‘director’ includes a member of the committee of management of an industrial and provident society; ‘securities’ means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registerable Interests

<p>You must register as an ‘Other Registerable Interest’:</p> <ul style="list-style-type: none"> a) any unpaid directorships b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by the Authority c) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) <p>of which you are a member or in a position of general control or management</p>
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Appendix 2 – LGA guidance on other registrable interests

Other registerable interests

(Paras 6, 8 and 9 of Annex B)

The second category of interests are ‘other registerable interests’ or ORIs.

If you have an ‘Other Registerable Interest’ – that is an interest which falls within the categories in Table 2 in Annex B - the Code says you should not participate in the relevant business in two circumstances:

1. when a matter directly relates to the finances or wellbeing of that interest. (para 6); or
2. when a matter affects the finances or wellbeing of that interest to a greater extent than it affects the majority of inhabitants; and a reasonable member of the public would thereby believe that your view of the public interest would be affected (paras 8 and 9).

An interest ‘directly relates’ to an outside body where the local authority is taking a decision which directly relates to the funding or wellbeing of that organisation

For example, under a) if you are a member of a group which has applied for funding from the local authority, or if you are a member of an organisation which has submitted a planning application, the decision directly relates to that organisation.

In such a case you must not take part in any discussion or vote on the matter. You can speak on the matter before withdrawing but only where the public are also allowed to address the meeting. For example, you may want to put forward the organisation’s case as to why it has applied for funding, but representatives from competing organisations would also need to be able to make their case.

If the public are not allowed to address the meeting on that item, you would need, if necessary, to get another councillor who did not have an ORI to make any relevant case.

If the local authority is simply discussing that outside organisation but not making a decision which relates to its finances or wellbeing – for example discussing the annual report from the organisation – that does not directly relate to the organisation as there is no direct impact on the organisation which would give rise to a conflict of interest.

Under b) if you are on the committee of the local village hall and an application for a licence for another venue in the village is made which may take trade away from the village hall then the matter would affect the village hall and a reasonable person would believe that would affect your view of the public interest so those two tests are met.

You would not have an interest if the local authority was discussing early planning for an event, which may or may not be held in the village hall as there would be no direct financial

impact at that time. When the plans crystallised then an interest would arise as a decision would be made which would have financial implications.

There will also be circumstances where you do not need to declare an interest even though the matter may be relevant to the wider aims of an organisation of which you are a member. For example, if you are a member of a charity such as the Royal Society for the Protection of Birds (RSPB), you do not need to declare an interest every time the local authority might discuss matters relating to habitats or conservation issues. Those issues may reflect the wider aims of RSPB, but they do not directly relate to or affect the organisation and your mere membership of the organisation has no bearing on the matter.

If you were in a position of control or general management in that body and the organisation was campaigning actively on the specific issue being discussed or you personally were campaigning actively on that specific issue the situation would be different. In those circumstances you may have an interest and there is a risk of predetermination. Where there is doubt you should always seek advice from the monitoring officer (or clerk if you are a parish councillor).

As with DPIs you can be granted a dispensation (see below) and if the interest has not been registered or notified to the monitoring officer you should do so within 28 days of the meeting.

Non-registerable interest

[\(paras 7, 8 and 9 of Annex B\)](#)

The third category of interests is Non-registerable interests or NRIs.

A **Non-registerable Interest** arises where the interest is that of yourself or your partner which is not a DPI or of a relative or close associate (see definition below).

As a councillor you are not expected to have to register the interests of your relatives or close associates but under the Code you are expected to declare them as and when relevant business occurs which affects their finances or wellbeing. The Code says you should not participate in the relevant business in two circumstances:

- **a.** when a matter directly relates to that interest. Or
- **b.** when a matter affects that interest to a greater extent than it affects the majority of inhabitants and
 - a reasonable member of the public would thereby believe that your view of the public interest would be affected

For example, under a) if your son has submitted an application for a licence to open a bar, the matter directly relates to your relative. You must not take part in any discussion or vote on the matter.

For example, under b) there has been an application made to build several units of housing on a field adjacent to your business partner's home. It is not their application, but they will be more affected by the application than the majority of people so again you would be expected to declare the interest and withdraw.

Similarly, an application for the property next door to you does not directly relate to your property so it is not a DPI, but you would instead need to declare a Non-Registerable Interest.

In all of these cases you can speak on the matter before withdrawing but only where the public are also allowed to address the meeting. If the public are not allowed to address the meeting on that item, you would need if necessary, to get another councillor who did not have an NRI to make any relevant case or to represent the wider views of constituents.

As with DPIs you can be granted a dispensation (see below).

What is the difference between 'relates to' and 'affects'?

Something relates to your interest if it is directly about it. For example, the matter being discussed is an application about a particular property in which you or somebody associated with you or an outside body you have registered has a financial interest.

'Affects' means the matter is not directly about that interest but nevertheless the matter has clear implications for the interest – for example, it is a planning application for a neighbouring property which will result in it overshadowing your property. An interest can of course affect you, your family or close personal associates positively and negatively. So, if you or they have the potential to gain or lose from a matter under consideration, an interest would need to be declared in both situations.

What does "affecting well-being" mean?

The term 'well-being' can be described as a condition of contentedness and happiness. Anything that could affect your quality of life or that of someone you are closely associated with, either positively or negatively, is likely to affect your well-being. There may, for example, be circumstances where any financial impact of a decision may be minimal but nevertheless the disruption it may cause to you or those close to you could be significant. This could be on either a temporary or permanent basis. Temporary roadworks in your street may affect your wellbeing on a temporary basis. Closure of a local amenity may have a more permanent impact on your wellbeing if you use it more than the majority of people in the area.

What are the definitions of relative or close associate?

The Code does not attempt to define "relative" or "close associate", as all families vary. Some people may have very close extended families, but others will have more distant relations. You should consider the nature of your relationship with the person (eg whether they are a close family member or more distant relation). The key test is whether the interest might be objectively regarded by a member of the public, acting reasonably, as potentially affecting your responsibilities as a councillor. It would be a person with whom you are in either regular or irregular contact with over a period of time who is more than an acquaintance. It is

someone a reasonable member of the public might think you would be prepared to favour or disadvantage when discussing a matter that affects them. It may be a friend, a colleague, a business associate or someone whom you know through general social contacts. A close associate may also be somebody to whom you are known to show animosity as you might equally be viewed as willing to treat them differently.

What if I am unaware of the interest?

You can only declare an interest in a matter if you are aware of the interest. For example, a company of which your father-in-law is a director may have made an application to the local authority. You may not be aware that he is a director, and you are not expected to have to ask about the business affairs of your relatives or acquaintances simply because you are a councillor. However, you would need to declare an interest as soon as you became aware.

A reasonable member of the public would expect you to know of certain interests of course, so it is, for example, reasonable that you would be expected to know your daughter's address or job but not necessarily any shareholdings she might have. While it is therefore your decision as to whether or not to declare an interest, you should always consider how it might seem to a reasonable person and if in doubt always seek advice from the monitoring officer.

Do I always have to withdraw if I have an 'other registerable interest' or a non-registerable interest to declare?

Where you have declared a DPI the Localism Act says you must always withdraw from participation unless you have a dispensation.

If the matter is an 'other registerable interest' or a non-registerable interest you must always withdraw from participation where the matter directly relates to that interest unless you have a dispensation.

If it is something which affects the financial interest or wellbeing of that interest you are asked to declare it and the Code then asks you to apply a two-part test before considering whether to participate in any discussion and/or vote:

1. Does the matter affect the interest more than it affects the majority of people in the area to which the business relates?

For example, if a major development affects the settlement where your sister lives and your sister would be no more affected than anybody else – for example, she lives at the other end of the settlement rather than next door to the development, the answer would be no. If the answer is yes, you then ask:

2. Would a reasonable member of the public knowing all the facts believe that it would affect your judgment of the wider public interest?

This is similar to the test for bias (*see guidance on predetermination and bias in Part 2*) and if the answer is yes to that question then you must not take part in the meeting.

You help to run a food bank and are considering a motion to investigate the causes of poverty. A reasonable member of the public would not think that fact would affect your view of the wider public interest.

You are over 65 and are taking part in a discussion about provisions for older people. You would be more affected than the majority, but a reasonable member of the public would not think that fact would affect your view of the wider public interest.

You are discussing closure of the local authority-run home where your elderly parent lives. A reasonable member of the public would think that fact would affect your view of the wider public interest because of the direct effect on your parent.

What does 'withdraw from the meeting' mean?

When you withdraw from the meeting that means you must not be present in the room during the discussion or vote on the matter. If the public are allowed to speak at the meeting then you would be granted the same speaking rights as the public and would need to comply with the same rules – for example, giving notice in advance or abiding by time limits. However, unlike the public you would then withdraw once you had spoken.

This would be true at a committee meeting, for example, even if you are not a member of the committee but are simply attending as a member of the public. By staying in the room, even though you are not permitted to speak or vote, it is a long-held doctrine of case law that a councillor may still influence the decision or might gather information which would help in the furtherance of his or her interest. It is therefore in the public interest that a councillor, after having made any representations, should withdraw from the room, and explain why they are withdrawing.

These rules would apply to virtual meetings as they would to physical meetings. For example, after having spoken you should turn off your microphone and camera and may be moved to a 'virtual waiting room' while the item is discussed.

Broads Authority

15 May 2026

Agenda item number 20

Member training

Report by Head of Governance

Purpose

Members of the Broads Authority are required to undertake training to ensure they can perform their duties effectively, safely, and legally. This report sets out the recommended mandatory and essential training and how this would be delivered.

Recommended decision

(i) Approve the designated mandatory training as set out in 4.2 of the report;

(ii) Attendance of mandatory training becomes a code of conduct requirement; and

(iii) That Member training attendance records are published annually.

Contents

1.	Introduction	1
2.	Uptake of training, briefing and workshops	2
3.	Overview of mandatory and essential training	3
4.	Designating mandatory and essential training	4
5.	Financial implications	5
6.	Risk implications	5

1. Introduction

- 1.1. The overall purpose of the Chair and Members of the Broads Authority is to ensure that the Authority carries out the functions set out in the Norfolk and Suffolk Broads Act 1988 as amended. 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 Executive 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 the Act and other relevant legislation.

- 1.2. Our Members (including co-opted members) bring a wide range of knowledge and skills to the Broads Authority, complementing the capabilities of our staff. In turn, we are committed to supporting our members' continuing development.
- 1.3. The Broads Authority operates a Member Development Programme which helps to enhance our Members' understanding of the key issues the Authority faces in managing the Broads, as well as supporting Members in making informed strategic decisions for the benefit of the Authority, the Broads and all its stakeholders.
- 1.4. Members are expected to attend appropriate training courses, briefing sessions and events arranged or sponsored by the Authority.
- 1.5. At its meeting on 19 March 2026, the Standards Committee discussed the take-up of Member training and how the Authority could encourage more Members to attend the various training sessions and workshops which are put on throughout the year.
- 1.6. The Standards Committee recommended that the Monitoring Officer and Head of Governance: recommend to the Authority the designation of essential training items as mandatory and report how this training would be delivered; that attendance of mandatory training becomes a Code of Conduct requirement; and that Member training attendance records are published.

2. Uptake of training, briefing and workshops

- 2.1. Between September 2024 and November 2025, fourteen events were held either online or in person. These included training sessions, briefings, workshops and site visits. Table 1 sets out the attendance rate for these events.

Table 1: Summary of attendance

Type of event	Attendance (%)
Briefings and Workshops	39%
Planning Training (PC Committee members only)	56%
Other Training (Annual Site Visits etc.)	40%
Finance and Tolls briefings/training	46%
Mandatory training (Code of Conduct/Chair's Training)	54%

- 2.2. It is important to remember that all events are put on to provide Members with information to help them understand relevant legislation and key issues affecting the

Authority. The Standards Committee recognised that Officers would spend a large amount of time preparing for these sessions.

3. Overview of mandatory and essential training

- 3.1. The Standards Committee recommended that the Broads Authority consider designating some of the training provided to members as mandatory and that the attendance of these becomes a Code of Conduct requirement.
- 3.2. Code of Conduct training is a requirement of Member induction. Members will sign to confirm that they have received and read the Code of Conduct which includes the requirement to undertake the Code of Conduct training provided by the Authority. It is important that Members are provided refresher training if and when legislation changes.
- 3.3. Cyber security and Data Protection training provides essential skills to protect against data breaches, comply with GDPR, and manage risks. The Authority's online training courses cover phishing awareness, secure data handling, and legal obligations.
- 3.4. As from October 2024, a new duty under the Equality Act 2010 requires employers to take "reasonable steps" to prevent sexual harassment of their employees. This duty covers employees, workers, and third parties. The Authority provides an online Sexual Harassment at Work training through the ELMS training system, which all employees are required to undertake annually.
- 3.5. Under the Equality Act 2010 employers are liable for discrimination or harassment in the workplace unless they can show they took "all reasonable steps" to prevent it. The Authority's Equality Policy applies to all individuals associated with the Broads Authority which includes Members of the Authority. Online training on 'Equality, Diversity, Inclusion and Belonging' is provided through the ELMS training system.
- 3.6. Members of the Planning Committee must undertake planning training before they are able to attend a Planning Committee meeting. The Authority also provides a Planning Design Quality Tour (PDQT) every other year. The purpose of PDQT is to evaluate completed projects as to whether or not they are a success – specifically in terms of design. The intended outcome is to study and discuss the issue of design and to inform future Planning Committee decision making.
- 3.7. In addition to the mandatory training, each July prior to the Risk, Audit and Governance Committee meeting and Broads Authority Annual meeting, the finance team provides a Statement of Accounts and Finance briefing. Although not designated as mandatory, the briefing is essential for all Members and Co-opted Members.
- 3.8. For Chairs and Vice-Chairs of the Committees, Chair's training is provided by the Governance Team which has been designed to give both Chairs and Vice-Chairs the tools to ensure that the various Committee meetings follow the Authority's Standing Orders and Members adhere to the Code of Conduct.

4. Designating mandatory and essential training

4.1. It is proposed that the following would be designated as mandatory and essential training:

4.2. **Mandatory training** would include the following:

- Code of Conduct and Conflicts of Interest training (on joining the Broads Authority as a Member or Co-opted Member, plus refresher training if needed – for example if legislation changes)
- Planning training – for Members of the Planning Committee only
- Ports & Marine Facilities Safety Code training
- Data Protection Essentials (Annually - online through the Broads Authority's ELMS training system)
- Broads Authority Cyber Security Course (Annually - online through the Broads Authority's ELMS training system)
- Combating Bribery and Corruption (Annually - online through the Broads Authority's ELMS training system)
- Equality, Diversity, Inclusion and Belonging (Every three years - online through the Broads Authority's ELMS training system)
- Sexual Harassment at Work (Every three years - online through the Broads Authority's ELMS training system)

4.3. **Essential training**, although not mandatory, it is expected that all Members and Co-opted Members would attend these sessions. Essential training would include the following:

- Statement of Accounts and Finance training (July each year)
- Tolls briefing and workshop (October each year)
- Annual Site Visit (usually in July each year, but for 2026 will be held in August)
- Chair's training

4.4. Throughout the year, Officers of the Authority will hold various briefings and workshops. These are designed to provide Members with information on current issues, such as Nationally Significant Infrastructure Projects (NSIPs) and Local Nature Recovery Strategy (LNRS). Following feedback from Members who were unsure whether invitations to briefings and workshops were relevant to their role as Member, it is suggested that when sending out invitations to these events, it is made clear what the objectives are.

4.5. The Standards Committee stressed that it was important that any mandatory training was easily available to all Members. Most training would therefore be provided through

online training or, if in person, Members would have the opportunity to join the meeting through Teams.

- 4.6. Members appointed by local authorities have the option of watching a pre-recorded Code of Conduct training as they would have already attended Code of Conduct training with their local authority, however, this option would not be available to Secretary of State appointed Members and Co-opted Members.

5. Financial implications

- 5.1. To provide access to the online ELMS training system, the Authority would be charged £13 per licence for each Member per annum, totalling £351 per annum. With the exception of the Annual Site Visit and Planning Design Quality Tour, other courses would be provided by Officers and therefore would not incur any charges other than the Officers' time.

6. Risk implications

- 6.1. The risks associated with Members not undertaking training could be significant due to stricter regulatory scrutiny, proposed mandatory codes, and the complex nature of the Broads Authority's duties.
- 6.2. Failure of an Authority to train members can lead to legal, financial, and reputational damage to the Authority, as well as personal liability for Members.

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