

AGENDA

18 May 2018

10.00 am

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1. To receive apologies for absence and welcome	
2. Chairman’s Announcements	
3. Appointment of Vice-Chairman until the Annual Meeting	
4. Appointment of Two Co-opted Members to the Broads Authority Report by Chief Executive (herewith)	4
5. Introduction of Members and Declarations of Interest	
6. To note whether any items have been proposed as matters of urgent business	
7. Public Question Time To note whether any questions have been raised by members of the public	
8. To receive and confirm the minutes of the Broads Authority meeting held on 16 March 2018 (herewith)	5 – 21
9. Summary of Progress/Actions Taken following Decisions of Previous Meetings To note schedule (herewith)	22 – 28

PRESENTATION

10. Use of Technology : GIS Interface, Data Gathering and Monitoring Presentation by IT Project Manager and GIS Officer	
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STRATEGY AND POLICY

11. Strategic Direction: Broads Plan Strategic Update, Strategic Priorities 2018/19, and Annual Business Plan	29 – 63
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(ii) CANAPE update Reports by Chief Executive, Management Team, Strategy Officer	64 - 67

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and Project Managers (herewith)	
12. Financial Performance and Direction Report by Chief Financial Officer (herewith)	68 – 80
13. Standing Orders relating to Contracts including Annual Report on Requests to Waive Standing Orders Report by Chief Financial Officer (herewith)	81 – 99

GOVERNANCE

14. Review of Code of Corporate Governance Report by Solicitor and Monitoring Officer (herewith)	100 – 117
15. Peer Review Action Plan: Review of the Authority’s Governance Structure Report by Chief Executive and Strategy & Projects Officer (herewith)	119 – 128
16. Future Arrangements for the Broads Forum Report by Chief Executive and Strategy & Projects Officer (herewith)	129 – 143
17. Broads Authority External Funding Working Group – Draft Terms of Reference Report by Chief Financial Officer (herewith)	144 – 147
18. Health and Safety Report by Head of Safety Management (herewith)	148- 161

REPORTS FOR INFORMATION

19. The Port Marine Safety Code: To consider any items of business raised by the Designated Person in respect of the Port Marine Safety Code:	
• Broads Authority Safety Management System Internal Audit Findings	162 – 167
Report by Head of Safety Management (herewith)	

MINUTES TO BE RECEIVED

20. To receive minutes of the following meetings:	
Navigation Committee – 22 February (herewith)	168 – 178
Planning Committee – 2 March 2018 (herewith)	179 – 192
Planning Committee – 23 March 2018 (herewith)	193 – 201
21. Feedback from Members appointed to represent the Authority on outside bodies	

How Hill Trust – Prof Jacquie Burgess and Mr John Ash
National Parks UK and National Parks England – Prof Jacquie Burgess
Norfolk and Suffolk Broads Charitable Trust – Mr Louis Baugh and Mr Bruce Keith
Norfolk Mills and Pumps Trust – Prof Jacquie Burgess
Upper Thurne Working Group – Mr Brian Wilkins
Whitlingham Charitable Trust – Mr John Ash, Mr Matthew Bradbury, Mr Vic Thomson and Mr Bruce Keith

Local Authority Feedback – John Timewell, Haydn Thirtle, James Bensly, Lana Hempsall, Paul Rice, Vic Thomson, Gail Harris, Mike Barnard, Melanie Vigo di Gallidoro

22. **To consider any other 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**
23. **To answer any formal questions of which due notice has been given**
24. **To note the date of the next meeting – Friday 27 July 2018 at 10.00 am at Yare House, 62-64 Thorpe Road, Norwich**
25. **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 1, 3 and 5 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.
26. **To receive and confirm the Exempt Minutes of the Broads Authority meeting on 16 March 2018 (herewith)** 202 – 203
27. **To receive the Exempt Minutes of the Navigation Committee meeting on 22 February 2018 (herewith)** 204 – 205

Appointment of Two Co-opted Members to the Broads Authority

Report by Chief Executive

Summary: This report sets out the recommendation from the Navigation Committee on 19 April 2018 relating to the appointment of two co-opted members to the Authority.

Recommendation: that Mrs Nicky Talbot and Mr Brian Wilkins be appointed to the Authority for one year until 17 May 2019.

1 Introduction

1.1 The membership of the Broads Authority, as set out in Section 1 of the Broads Act, 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 The Authority at its meeting on 20 March 2015, 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 18 May 2018.

1.3 In accordance to Schedule 4 Section 4(3)

“The 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 At its meeting on 19 April 2018, the Navigation Committee appointed Mrs Nicky Talbot as Chair of the Navigation Committee and Mr Brian Wilkins as Vice-Chair. The Navigation Committee also recommended that Mrs Nicky Talbot and Mr Brian Wilkins be appointed as the two co-opted members to the Broads Authority for one year, until 17 May 2019.

Background papers: Nil

Author: Sandra Beckett

Date of report: 23 April 2018

Broads Plan Objectives: None

Appendices: None

Broads Authority

Minutes of the meeting held on 16 March 2018

Present:

Professor Jacquie Burgess – In the Chair

Mr J Ash	Ms G Harris	Mrs N Talbot
Mr M Barnard	Mrs L Hempsall	Mr H Thirtle
Mr L Baugh	Mr B Keith	Mr V Thomson
Mr J Bensly	Ms S Mukherjee	Mrs M Vigo di Gallidoro
Mr M Bradbury	Mr P Rice	Mr B Wilkins
Mr W A Dickson		

In Attendance:

Dr J Packman – Chief Executive
Mrs S A Beckett – Administrative Officer (Governance)
Ms N Beal – Planning Policy Officer (Minute 5/11 and 5/12)
Mr S Birtles – Head of Safety Management
Ms M Conti – Strategy Officer
Mr D J Harris – Solicitor and Monitoring Officer
Mr S Hooton – Head of Strategy and Projects
Ms E Krelle – Chief Financial Officer
Mr R Leigh – Head of Communications
Mr R Rogers – Director of Operations
Mr N Punched – Broadland Catchment Partnership Officer (Minutes 5/1 to 5/8)
Ms C Smith – Head of Planning (Minutes 5/11 and 5/12)
Ms S Taigel – Catchment Coordinator (Minutes 5/1 to 5/8)
Ms M-P Tighe – Director of Strategic Services

5/1 Apologies and Welcome

The Chairman welcomed everyone to the meeting including members of the public.

Apologies had been received from Sir Peter Dixon, Mr G Munford and Mr J Timewell

5/2 Chairman's Announcements

- (1) **Openness of Local Government Bodies Regulations 2014**
The Chairman reminded members this meeting would be recorded and that the Broads Authority retained the copyright with the purpose of the recording being as a back-up for accuracy. If a member wished to

receive a copy of the recording, they should contact the Solicitor and Monitoring Officer.

The Press correspondent Mr Andrew Stone indicated that he would be recording the meeting.

- (2) **Dates to Note: Parish Forum: Wednesday 21 March 2018.**
This would be held at Yare House, 62-64 Thorpe Road, Norwich. Members were invited to attend and to inform the Governance team if they were able to do so for catering purposes. A member expressed a concern relayed to him that limited notice had been given to the Parish Councils, although he was assured that all the Parish Councils had been informed of the date almost 6 months previously with reminders one month and two weeks before the event. It was considered that it would be worth sending out a reminder and also posting a notice on social media. Those Members appointed by their Local Authority's would undertake to remind their parishes of the event.
- (3) **Broadcaster 2018 and Broadsheet February 2018**
The 25th edition of Broadcaster and the Broadsheet for 2018 (circulated to all Tollpayers in February) were now available.
- (4) **Sir Peter Dixon**
The Chairman announced that this would have been Sir Peter Dixon's last full Authority meeting and he was sorry not to be here. He had expressly wished that there be no fulsome comments. The Chairman wished to acknowledge Peter's contribution to the Authority. Peter had served for 8 years since being appointed in April 2010 and been an enthusiastic member of the Navigation Committee for all of his term. He had been Vice-Chairman of the Authority since July 2015 nearly 3 years, and also Chairman of the Planning Committee since April 2016 for 2 years as well as being on the FSAC from 2015 to 2017. He had played a very valuable and major role on the National Parks Partnership as Company Secretary and been particularly instrumental in the Columbia bid.

The Chairman commented that Peter had asked her to pass on his thanks to staff saying what a pleasure it has been to work with such professional, courteous, friendly and committed people.

Members thanked Peter for his contribution and wished him well.
- (5) **Third Party Transactions**
Members were required to complete the declaration forms on Third Party Transactions that had been circulated. The Chief Financial Officer emphasised that it was essential that they do so as these were part of the Authority Statement of Accounts. Please could they make sure that their declarations corresponded with their interests on the Register of Member Interests.

(6) **General Proceedings.**

The Chairman commented that she would take it that Members had read the papers and therefore the emphasis would be for members to ask questions and debate the issues.

5/3 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.

5/4 Items of Urgent Business

There were no items of urgent business.

5/5 Public Question Time

No public questions had been received.

5/6 Minutes of Broads Authority Meeting held on 26 January 2018

The minutes of the meeting held on 26 January 2018 were approved as a correct record and signed by the Chairman subject to a correction to the word in Minute 4.3 from “monetary” to “monetarily”.

5/7 Summary of Progress/Actions Taken Following Decisions of Previous Meetings

The Authority received and noted a schedule of progress/actions taken following decisions of previous meetings. It was noted that a number of the items on this agenda were very much interrelated and further progress was included within the Strategic Direction report. In addition a number of the subjects listed were also covered as separate items on the agenda.

Recording of meetings. With regard to the recording of meetings being placed on to the website, it was clarified that this had been considered at the last meeting (Minute 4/15) and it was decided not to pursue the option.

Data Protection Regulations – A date for Member training would be arranged for May 2018.

Members noted the report.

5/8 Tesco Project and Catchment Partnership

The Authority received a report and presentation on the progress being made on the Catchment Partnership and in particular the Water Sensitive Farming (WSF) pilot partnership project between Tesco and the Authority undertaken in 2017. It was noted that this proved an effective way to help deliver the catchment management strategic priority and for Tesco to trial a mechanism to reduce the environmental impact of its products via its supply chain that

could be replicated in other sourcing locations. The approach which worked through farmer-to-farmer liaison rather than the standard method of offering advice, had been very well received and appeared effective in engaging with the “harder to reach” farming community as well as improving relationships with those already engaged with sustainable farming and protection of local water bodies. It had also provided opportunities for future projects using existing funding streams and staff resources in place. The aim of the project was to reduce the risk of losses of soil, water and chemicals from agricultural land, thereby helping to sustain farm profits which had the added benefit of being environmentally more sustainable. The Catchment Partnership Officer emphasised that the project was based on voluntary cooperation and good practice guidelines. The Authority did not have a mandatory role, the aim being to work together to find suitable solutions. If there were any issues relating to possible contamination this would be the responsibility of the Environment Agency as the regulatory body. There were also Catchment Sensitive Farming Officers dedicated to certain areas who could be contacted for advice. These were available from the website.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/683248/csf-contacts.pdf

It was clarified that as part of the next phase of the project, the aim was to include further collaboration with the water companies. The Catchment Partnership Officer commented that the project was assisted by Sarah Taigel as Catchment Coordinator on a part-time basis, who he introduced to Members.

Members expressed appreciation for the excellent work and the approach which could provide a sound basis upon which to build and progress. This could also be linked with the agri-environment pilot project bid. (Minute 5/19). They considered that it was excellent in encompassing the Authority's purposes, its core values as well as achieving the aspirations within the Broads Plan through innovation, engagement with essential stakeholders by them and for them, corporate companies and through a practical approach. They acknowledged and thanked the collaborative input from the Authority's officers and partners including Louis Baugh who had been instrumental as a facilitator and paid tribute to the enthusiasm involved.

The Chief Executive commented that the project was an important reminder of the two key components in undertaking or not undertaking projects – such as being opportunistic and personalities.

Sarah Mukherjee proposed, seconded by Bruce Keith and it was

RESOLVED unanimously

- (i) to welcome and note the report.
- (ii) To continue to provide officer support to facilitate catchment plan actions including future kit trials via the Broadland Catchment Partnership (BCP).

- (iii) To support the suggestion to use ring fenced Tesco funding in the Catchment budget to purchase a new piece of innovative technology and expand engagement to include sugar beet and maize growers; and
- (iv) To continue to explore opportunities for private sector funding and strengthen the Tesco relationship to progress actions in the Broads Plan 2017 and Broadland River Catchment Plan beyond 2018.

5/9 Strategic Direction

Strategic Priorities 2017/18

The Authority received the final report for the year on the progress of the Strategic Priorities for 2017/18; these were guided by the themes within the Authority's Broads Plan 2017 - 2022, adopted in March and officially launched on 26 July 2017.

Members noted the considerable achievements over the year and that the major projects listed were in addition to the regular maintenance work for which the Authority was responsible. They also noted that these would be carried through as Strategic Priorities for 2018/19. They expressed appreciation to staff.

With reference to the Water Mills and Marshes project, a member commented that the BBC Television "Inside Out" programme wished to do a feature on the Chet boat and a follow up programme on the educational elements with schools.

RESOLVED

that the report be noted and endorsed .

5/10 Financial Performance and Direction:

(1) Consolidated Income and Expenditure from 1 April to 31 January 2018

The Authority received a report made up of three elements providing the consolidated income and expenditure for the tenth month period 1 April – 31 January 2018, a forecast of the projected expenditure at the end of the financial year 31 March 2018 as well as Annual Treasury and Investment Strategy for 2018/19 and the waiving of standing orders approved by the Chief Executive.

The Chief Financial Officer was able to provide updated figures for the end of February 2018. With reference to Table 1 of the report there was a favourable variance of £480,572, an increase of £214,025. There were no changes to the Latest Available Budget at Table 2 of the report and forecast budget holders

had until the 23 March to provide updates for the forecast outturn at Table 3. The Current Reserve balance at Table 4 had decreased to £1,472,211.

The current forecast outturn for the year (at the end of January) suggested a deficit of £19,934 for the national park side and a surplus of £81,313 on navigation resulting in an overall surplus of £61,379 within the consolidated budget, which would indicate a general fund reserve balance of approximately £1,022,000 and a navigation reserve balance of approximately £407,000 at the end of 2017/18 before any transfers for interest. This would mean that the navigation reserve would be above the recommended level of 10% of net expenditure during 2017/18.

A member commented that although the Authority was undertaking a considerable amount of work, there appeared to be a significant amount of savings. Could these be utilised for other projects?

The Chief Financial Officer explained that there were two significant factors influencing the outcome figures. These related to the changes in the Tolls Structure that had provided the Authority with an additional £78k ahead of that expected and vacancies in the Construction and Maintenance Team. Although the Authority had been fortunate in filling vacancies through internal recruitment, there was still a knock-on effect. These had been examined in detail by the Financial Scrutiny and Audit Committee who recognised the time lapses involved.

The Chief Executive commented that the Authority's finances were vulnerable to sudden fluctuations. There were a number of ways in which the Authority could work more efficiently especially through the use of technology. However, this was very expensive although potentially a very beneficial investment for the long term which the Management Team was examining. Work was also being undertaken with the National Parks to examine ways of procurement collaboration and having a common platform, for example with the planning systems. Members advocated a report and presentation from the IT team on the ways in which the Authority was providing and improving data gathering, monitoring and efficient working.

Members also considered the Annual Treasury, Investment and Capital Financing Strategy for 2018/19, a draft of which had been reviewed by the Financial Scrutiny and Audit Committee on 6 March 2018. It was noted that capital borrowing powers were reviewed on an annual basis as part of the budgeting process but in practice long term borrowing was limited to the acquisition of the dredging operation from May Gurney. The Strategy also provided the introduction of non-treasury investments that included investment properties. The details of investment and debt limits remained as in previous years.

Members noted that the waiving of standing orders in order for payment to be made for the Visitor Experiences project as part of the Discover England Fund bid by the National Parks would be recharged in full to the Peak District.

The Chairman put the recommendations to the vote and it was

RESOLVED unanimously

- (i) that the income and expenditure figures be noted;
- (ii) that the Treasury and Investment Strategy be adopted; and
- (iii) that the waiver to standing orders relating to part of the Discover England Fund bid to create and market visitor experiences and appoint a business support consultant to work with local businesses be endorsed.

5/11 Submission of the Broads Local Plan

The Authority received a report from the Planning Policy Officer introducing the Local Plan submission documents, the comments made at pre-submission consultation together with responses and proposed changes for consideration by the Inspector as well as explaining the submission and examination process. She provided details of the Navigation Committee comments on specific issues, namely residential moorings, their management, location and nomination of sites for residential moorings. The Planning committee had considered the documents and the views of the Navigation Committee had been sought. It had welcomed the comments and agreed on the topic of anti-social behaviour and had supported the allocations for residential moorings at Somerleyton and Horning, but did not support the allocation at St Olaves. They did not support change to the number of residential moorings allocation at Loddon Marina from 10. The Planning Committee had recommended the submission of the Local Plan to the Planning Inspectorate.

The Planning Policy Officer provided potential timescales for the Examination. The aim would be for the Local Plan to be submitted to the Inspectorate in the next week. The Authority would expect to receive questions on the matters and issues to be considered within three weeks. It was anticipated that the Hearing would take place 10 weeks following submission (May/June) although this could be open ended. The Authority had met all the deadlines required of it. It was noted that the NPPF review was currently out for consultation but the examination of the Authority's Local Plan would be conducted under the current NPPF. Members would be provided with regular updates.

The Chief Planning Officer commented that a report on the proposed changes to the NPPF and its potential implications for the Broads would be provided to the next Planning Committee meeting in April.

Haydn Thirtle proposed, seconded by Melanie Vigo di Gallidoro and it was

RESOLVED unanimously

that the Local Plan for the Broads is submitted to the Planning Inspectorate for the Examination in Public.

5/12 Duty to Cooperate: Norfolk Strategic Planning Framework – official endorsement

The Authority received a report on the Norfolk Strategic Planning Framework (NSPF) following its amendment after consultation. At the December Norfolk Strategic Planning Member Forum it had been agreed to recommend that all Local Planning Authorities in Norfolk endorse the NSPF. The Planning Committee meeting in February gave this consideration and recommended that it be endorsed. It was noted that as the NSPF had been finalised, the Duty to Cooperate Statement that accompanied the Local Plan for the Broads had been updated to take this into account.

RESOLVED unanimously

that the Norfolk Strategic Planning Framework be endorsed.

5/13 Acle Bridge

The Authority received a report on the first meeting of the Acle Bridge site working group together with three additional volunteers, as well as the result of further discussions at a second meeting on 8 March 2018. The group had considered options for the interim use of the site for 2018 and development of longer-term aspirations and a draft list of facilities to be provided. Officers were suggesting that a number of architectural practices be approached as part of a competition to provide initial design ideas for the site.

The Chief Executive informed the Authority that following the meeting of the group on 8 March 2018, officers had examined some of the key components for the detailed brief for development of the site in more detail. Officers had been uncomfortable about the possibility of operating day boats from the site from a safety point of view and on the understanding that such an operation had existed on the opposite side of the river. With regard to the potential for a marina, it was recommended that this be not taken up since there were a number of potentially significant detrimental impacts particularly relating to the impact on the landscape that would be contrary to planning policies in the first instance. This point had also been made by the Chairman of the Planning Committee especially given one of the major components of the brief advocating a landmark building on the site.

Members recognised that access was going to be an issue and therefore officers were engaging with the Highways Authority, the parish councils and businesses.

With regard to the matter of appointing a mobile café operator for the 2018 season and selling alcohol, this had been discussed with the Head of Safety Management and the Deputy Head of Ranger Services who considered that it would not be appropriate for the Broads Authority as a responsible navigation authority advocating such sales directly to those using the water, given the advice it was already giving on the safety issues involved. Members therefore considered that the sale of alcohol from a mobile café would not be

appropriate. The possibility of having a function room with a bar for evening events within the proposed building would require further consideration and would be dependent on the licensing authorities.

Members considered that the fact that the site was within Flood Risk Zone 3b was especially important. It could also present a real opportunity to demonstrate how a building could be adapted to manage the challenges of the risk of increased flooding events in the future. Therefore early discussions with the Environment Agency were advocated.

With regard to the brief for the potential architect for the building, the aim was to have a relatively modest innovative and exciting, sustainable landmark and multi-purpose building to attract the public and provide an opportunity to inform them about the special qualities of the Broads. The competition approach and the brief would give an indication of the potential costs of providing such a building. It was suggested that the opportunity to provide a design be open to young architects, not just established practices and as part of the competition a small prize of perhaps £2,000 plus VAT be offered to the winning design. The winning design could be the one that best answered the brief but that the Authority would not be committed to delivering the winning brief. Members supported this. It was also suggested that a Quantity Surveyor be involved in the process and there should be an independent voluntary chairman of the judging panel.

Paul Rice proposed seconded by Nicky Talbot and it was

RESOLVED unanimously

- (i) that Linda Aspland, Lana Hemsall and James Knight are appointed to the working group;
- (ii) A quality mobile café operator be appointed for the 2018 season following an appropriate procurement process; and any mobile operators shall be required to undertake not to sell alcohol during the coming season;
- (iii) that the outline list of key components for the development list of facilities as set out in section 3 of the report be supported with the exception of the potential for a marina and day boat operation; and
- (iv) to invite a range of architectural practices with experience in designing visitor centres to participate in a competition to submit initial design ideas, the Working Group to judge the submissions and recommend a design approach to the Authority. (*Demonstration elements – flood risk management/development, sustainability and electric charging points to be given greater importance in the Brief*)

5/14 Peer Review Update

Members had attended an independent facilitated Workshop on 30 January 2018 to consider the recommendations from the Peer Review report carried out in October 2017. Following the outcomes from that meeting, the Peer Review Group met on 8 March 2018 and considered proposals for a future work programme. All Members including the co-opted members of the Navigation Committee were then invited to discuss, review and make further comments on a potential work programme to address the issues raised by the Peer Review.

The Chief Executive reported that he and the Strategy Officer were using the ideas from the workshop to develop an Action Plan and this would be brought back to the next Authority meeting in May. The report would particularly focus on a number of options relating to governance.

RESOLVED

that the report be noted.

5/15 Planning Committee Membership

The Authority received a report on the membership of the Planning Committee, which currently stood at 10 with one vacancy following Haydn Thirtle having replaced Brian Iles as one of the two Members appointed from Norfolk County Council. In addition, Sir Peter Dixon, currently on the Committee would be leaving the Authority officially at the end of this month. There was no requirement for a specific number and numbers had varied from 14 to 11 over the last ten years. Three members had expressed an interest in joining the Committee.

Following on from the Peer Review recommendations and discussions, Officers would be preparing an options report for consideration at the May Authority meeting on the appointment of members. It was therefore proposed that prior to the annual appointment of Committees in July, taking account of the decisions made in May, those three members who had expressed an interest, be appointed in the interim.

RESOLVED

- (i) Until the Annual Meeting in July, the size of the Planning Committee be increased from 11 to 12 and James Bensly, Bruce Keith and Lana Hemsall be appointed to the Committee with immediate effect.
- (ii) Officers to research the methods used by the National Park Authorities to appoint members to Committees and other bodies with a view to bringing an options paper on this and other relevant matters to the next meeting.

5/16 Committee Timetable of Meetings 2018/19

The Authority received a draft timetable of meetings for the period July 2018 to July 2019 taking account of the deadline for the preparation and approval of accounts. Following the report of the Peer Review Team it was acknowledged that members wished to review the number and frequency of meetings but it was proposed that in the interim the draft timetable be adopted.

RESOLVED

that the timetable of meetings for the following Committee year 2018/19 set out at Appendix 1 to the report and Appendix 2 to these minutes be adopted on the understanding that there could be some changes following further consideration of the recommendations and outcomes of the Peer Review.

5/17 Broads Authority Safety Management System External Audit Findings and SMS Update

The Authority received a report that set out the findings from the recent external audit of the Authority's Safety Management System (SMS) and the proposed update to the SMS. The Boat Safety Management Group and the Navigation Committee had been consulted and supported both the findings and the proposed update.

The Chairman of the Navigation Committee expressed appreciation to officers for the work involved. It was noted that a number of the recommendations from the audit did not relate to the SMS document but would be processed through the Boat Safety Management Group and the FSAC. It was also noted that the Auditors had recognised the uniqueness of the Authority and recommended it might be helpful in having an audit review by an external body with similarities. It was noted that the Authority had already a beneficial relationship with the Scottish Canals and a reciprocal relationship might be advantageous and cost neutral in the long term.

RESOLVED

- (i) that the Audit report as set out in Appendix 1 to the report be noted;
- (ii) that the Safety Management System version 7 be adopted and the Authority continues to support the ongoing development of detailed supporting operational procedures.

5/18 The Port Marine Safety Code: To consider any items of business raised by the Designated Person in respect of the Port Marine Safety Code

The Head of Safety Management confirmed that there were no matters which needed to be raised under this item.

5/19 Pilot Agri-Environment Scheme for the Broads

Further to Minute 4/10 (ii) and in line with the resolution, the Authority was informed that an expression of interest for a pilot agri-environment scheme for the Broads had been submitted to Defra, a copy of the document being attached as Appendix 1 to the report. Members considered that the pilot bid was an excellent document noticeably building on the Authority's valuable past experience and demonstrating the work on the Catchment Partnership. It successfully built on the Environment Plan and the Food and Farming Consultation paper from the Oxford Farming conference.

The Chief Executive and Louis Baugh would be discussing with the NFU how to progress the scheme in more detail.

RESOLVED

that the contents of the submission to Defra for a pilot agri-environment scheme for the Broads, which builds on the partnership work with the National Farmers Union and local land managers and prepared with the assistance of the local conservation NGOs be welcomed and noted.

5/20 National Park of the Year

The Authority received a report informing them of the outcome of the BBC's Countryfile Magazine National Park of the Year award where the Broads had been featured as one of the five top finalists and come third.

The Chief Executive expressed appreciation to the Eastern Daily Press for helping to raise the profile of the Broads area over the last few weeks. In particular he wished to pay tribute to the press representative, Andrew Stone as he would be leaving the area. His coverage and involvement in providing balanced reporting of some very complex issues with which the Authority was dealing was much appreciated.

RESOLVED

To welcome the fact that the Broads had been shortlisted as a National Park of the Year and that this acknowledged the good work on habitat management.

5/21 Minutes Received

The Chairman indicated that she would assume that members had read these minutes and were invited to ask any questions.

RESOLVED

(i) **Broads Local Access Forum – 6 December 2017**

RESOLVED

that the minutes from the Broads Local Access Forum meeting held on 6 December 2017 be received.

(ii) **Navigation Committee – 14 December 2017**

RESOLVED

That the minutes from the Navigation Committee held on 14 December 2017 be received.

(iii) **Planning Committee: 5 January and 2 February 2018**

RESOLVED

that the minutes of the Planning Committee meetings held on 5 January and 2 February 2018 be received.

5/22 Feedback from Members appointed to represent the Authority on outside bodies

Members of the Authority appointed to outside bodies were invited to provide feedback on those meetings they had attended on behalf of the Authority.

Broads Tourism – Greg Munford was now no longer Chairman of Broads Tourism. Ruth Knight had assumed the role of Chairman. Greg had sent his apologies for this meeting and wished to explain that he had been very involved with a major development at Hemsby which it was hoped to have opened by Good Friday. All Members would be invited to the official opening in May.

National Parks UK and National Parks England – The Chairman stated that there had been a National Parks UK meeting in March at which it had been resolved to establish a charity to which corporate bodies could donate.

National Parks UK New Members Induction Course – this had taken place from 13 – 16 March in the Broads. James Bensly and Brian Wilkins from the Authority had attended and reported that they had found it extremely useful, informative and enjoyable as well as exceeding their expectations. In addition to the talks from officers and members from other national parks, they had attended an informative walk around Norwich City provided by Angela Garner - Authority staff and a Norwich City guide and also a site visit involving a boat trip from Wroxham to Salhouse courtesy of Barbara Greasley, followed by a visit to How Hill where Simon Partridge gave an overview of the work of the Trust. On the best day of the year, it had been a privilege to show off the Broads, which appeared to have been much appreciated. NPUK would be able to provide feedback from the course.

How Hill Trust– John Ash reported that the Trust’s finances appeared to be very sound and the Education Centre was almost fully booked for schools for 2018.

Norfolk and Suffolk Broads Charitable Trust – Bruce Keith reported that the funds for the Trust were reasonably sound although the figures were small. Trustees were looking for opportunities to expand and were examining the Lake District’s Partnership Scheme. The Trust would also like to link into the External Funding working group.

Upper Thurne Working Group - Brian Wilkins reported that the group was concerned about water quality issues and at a future meeting hoped to take account of the Tesco Project. The Broads by Bike leaflet was being updated for this next season.

Whitlingham Charitable Trust – Whitlingham Country Park. Mathew Bradbury reported that the last meeting had been on 14 March 2018 and parking issues were as testing as usual. The Trust had had useful conversations about apprenticeships. He commented that the actual structure of the Trust in association with the Country Park could be frustrating.

A member suggested that this point in the agenda would be a good opportunity for the Local Authority members to report to the Authority on the main issues in their districts of relevance.

5/23 Items of Urgent Business

There were no other items of urgent business for consideration.

5/24 Formal Questions

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

5/25 Date of Next Meeting

The next meeting of the Authority would be held on Friday 18 May 2018 at 10.00 am at Yare House, 62 – 64 Thorpe Road, Norwich.

5/26 Exclusion of the Public

The Chairman proposed, seconded by Nicky Talbot and it was

RESOLVED

that the public be excluded from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the item below on the grounds that it involved the likely disclosure of exempt information as defined by Paragraphs 1 and 3 and 5 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighed the public benefit in disclosing the information.

Members of the Public left the meeting. The audio recording was suspended.

Summary of Exempt Minutes

5/27 Exempt Minutes of the Broads Authority meeting – 26 January 2018#

The exempt Minutes of the Broads Authority meeting held on 26 January 2018 were confirmed.

5/28 Exempt Minutes of the Navigation Committee meeting – 14 December 2017

The exempt Minutes of the Navigation Committee meeting held on 14 December 2017 were received.

5/29 Swing Bridges

The Authority received a report containing exempt information concerning the options for the replacement or refurbishment of the Somerleyton and Reedham Swing Bridges based on the findings of the Network Rail Multi-Criteria Analysis reports. Members were informed of the discussions of the Navigation Committee meeting on 22 February 2018 and were requested to provide guidance on the preferred options. Members concurred with the views of the Navigation Committee with a preference for Option 1, the construction of a new movable bridge – for both bridges.

RESOLVED

that Network Rail be informed of the views of the Authority and its preference for Option 1, the construction of a new movable bridge – for both bridges.

The meeting concluded at 12.50 pm

CHAIRMAN

**Code of Conduct for Members
Declaration of Interests**

Committee: Broads Authority 16 March 2018

Name	Agenda/ Minute No(s)	Nature of Interest (Please describe the nature of the interest)
Brian Wilkins		Vice Chair Navigation Committee, None other than those previously advised.
Paul Rice		Chairman of Broads Society
Sarah Mukherjee		CEO Crop Protection Association
Bruce Keith		Whitlingham Charitable Trust and Broads Charitable Trust
Mike Barnard		<i>None other than those already declared</i>
Melanie Vigo di Gallidoro		<i>None other than those already declared</i>
Nicky Talbot		Chair of Navigation Committee, NSBA, NBYC, Toll Payer
John Ash		Trustee Director of Wherry Yacht Charter Trust, Trustee Whitlingham Charitable Trust, and How Hill Trust
Bill Dickson		<i>None other than those already declared.</i>
Mathew Bradbury	I	Whitlingham Charitable Trust BC member
James Bensly		<i>None other than those already declared</i>

APPENDIX 2

Committee Timetable 2018/2019 Adopted (subject to possible review)

	2018								2019							
	Day	Time	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Planning	Fri	10.00 am	20	17	14	12	9	7	11	8	8	5 April	3 and 31	28 June	19	16
<i>Planning Cttee Site Visit * provisional if required</i>	<i>Fri</i>	<i>10.00 am</i>	<i>6*</i>		<i>7 Sept</i>	<i>5/ & 26</i>	<i>30</i>		<i>4</i>	<i>1</i>	<i>29</i>	<i>26</i>	<i>24</i>	<i>14 or 21 Design Tour</i>	<i>12</i>	
Broads Forum	Thurs	2.00 pm	12				1			1		25			11	
Local Access Forum	Wed	2.00 pm			5			5			13			5		
Navigation Committee	Thurs	2.00 pm			6	25		13		21		11		13		
Financial Scrutiny and Audit Committee	Tues	2.00 pm	24		25		13				5				23	
BROADS AUTHORITY	<u>FRI</u>	10.00 am	27		28		23		25		22		17		26	
Members Annual Site Visit (tbc)	Thurs		5/13												4	
New Members Induction Day	Wed															

* Scheduled dates if required

Bank Holidays	27 August 2018, Tues and Wed 25, 26 December 2018/ Tues 1 January 2019, Good Friday 19 April, Easter Monday 22 April, 6 and 27 May 2019
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FSAC meeting on 25 September 2018 subsequently amended to 13 November 2018 .

Summary of Progress/Actions Taken following Decisions of Previous Meetings

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
20 March 2015 Minute 5/27 Lease of Moorings on River Thurne	<ul style="list-style-type: none"> • That the principles for the lease of moorings at Oby on the River Thurne be supported • The Chief Executive delegated to finalise the details and signing of the lease 	Director of Operations	Negotiations with the landowner regarding pontoons will recommence when the sale of the Ludham Fieldbase is complete. The purchase of Acle Bridge site will assist with the 'waste issue' raised as one of the concerns by the landowner at the Thurne Mouth location, but more discussion will be needed once funding is available.
24 March 2017 Minute 5/13 Housing White Paper Planning Fees	<ul style="list-style-type: none"> • BA responds to Government indicating that it would accept the offer of a 20% increase in application fees from July 2017 • BA commits to spending additional fee income in the planning department on tangible planning benefits • Planning Committee to give consideration to where the additional income should be targeted but that consideration be given to extending the proactive condition monitoring scheme and enforcement. 	Director of Strategic Services /Head of Planning	Report to be prepared for Planning Committee for consideration. Government has confirmed increase in planning fees as from 17 January 2018.

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
19 May 2017 Minute No6/27 Corporate Sponsorship Through National Parks Partnership	<ul style="list-style-type: none"> • That the Authority confirms its support for the partnership with the international clothing company and recognises the benefits and obligations. • That the Authority authorises the Chief Executive, to sign the Letter of Agreement with the National Parks Partnership regarding the commercial partnership agreement with the international company to be the official clothing supplier to the UK's fourteen National Park Authorities and the Broads Authority for 5 years. 	Chief Executive	<p>Clothing delivered and allocated to staff and Members. We are now in the 'snagging' period and in contact with Columbia to swap items and obtain the correct fit.</p> <p>At a recent meeting of the UK's National Parks it was resolved to establish a national charity to respond to the opportunities for charitable giving from the corporate sector identified by National Parks Partnership.</p>
28 July 2017 Minute Nos 1/18 and 1/20 29 September 2017 Minute 2/13 16 March 2018 Minute 5/14 Governance and Peer Review	<ul style="list-style-type: none"> • Update on Peer Review noted • Revised Member Development Protocol adopted • Amended Guidelines for Local Authorities when appointing members to the Authority adopted. 	Chief Executive and Solicitor and Monitoring Officer	<p>A Members Away Day to consider the findings of the Peer Review took place on Tuesday 30 January 2018. Further meeting on 8 March 2018 to discuss and review options for programme to address issues.</p> <p>Report on the Agenda.</p>
29 September 2017 Minutes 2/15 Data Protection Regulations	<ul style="list-style-type: none"> • From 25 May 2018 a significant change to data law will be implemented in the UK 	Solicitor and Monitoring Officer	<p>A Data Asset Register has been drawn up identifying all categories of data being held and their location. A Retention Policy has also been</p>

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
	through the EU General Data Protection Regulation. Report and action required noted .		developed with a view to deleting general data not in accordance with regulations by May 2018. Training for Staff took place on 13 and 15 February 2018 and training for Members arranged for 11 May 2018 and 15 May 2018
24 November 2017 Minute 3/9A External Funding Update	<ul style="list-style-type: none"> • That a working group made up of an expanded Membership and staff be established to develop the fine details of a strategic approach to external funding. (Any Members interested in joining the group are asked to contact the Authority via the Chief Financial Officer (Emma Krelle). • The group to formulate its terms of reference and develop a framework for consideration by the Authority. 	Chief Financial Officer/ Director of Strategic Services/ Head of Strategy and Projects/	The Working Group has been confirmed as: Kelvin Allen, John Ash, Mathew Bradbury, Lana Hemsall and Greg Munford. The first meeting was held on 12 April 2018 Terms of Reference of the Group to be considered by the Authority . <i>Item on the Agenda</i>
24 November 2017 Minute 3/11 Engagement with Key Stakeholders and the role of the Broads Forum	<ul style="list-style-type: none"> • That the report be noted and the views expressed be fed into the wider issues around engagement with stakeholders at the Members Away Day on 30 January 2018. • To review the list of interest groups and organisations not 	Chief Executive/Director of Strategic Services	Review of the List of interest groups and organisations on the Forum as well as those with an interest in the Broads has been undertaken. Report provided to Broads Forum on 26 April

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
	<p>only on the Forum but also those which have an active interest in the Broads National Park.</p> <ul style="list-style-type: none"> To, examine how members communicate with their parent bodies, and inquire as to what other ways might interest groups/stakeholders engage with the Authority. 		<p>2018 <i>Item on the Agenda</i></p>
<p>26 January 2018 Minute 4/14 16 March 2018 Acle Bridge</p>	<ul style="list-style-type: none"> 3 Additional Members of the Group agreed . (This now comprises : Linda Aspland, James Bensly, Matthew Bradbury, Bill Dickson, Lana Hemsall, Bruce Keith, James Knight, Nicky Talbot and Haydn Thirtle) A quality mobile café operator to be appointed for the 2018 season following an appropriate procurement process and any mobile operators to be required not to sell alcohol during the coming season. Outline list of components for the development list of facilities as set out in section 3 of the report supported with exception of the potential for a 	<p>Chief Executive</p>	<p>Contract for the provision of mobile catering at the Acle Bridge site under negotiation.</p> <p>Design Brief prepared and Competition advertised. Brief sent to list of identified architects, Norfolk Association of Architects and RIBA branches in East Anglia. Article also appeared in Architects Journal Acle-Bridge-Design-Brief</p> <ul style="list-style-type: none"> Deadline for Stage 1 submission of design proposals --Tuesday 29 May 2018 Assessment of Stage 1 Designs – Wednesday 6 June 2018 Shortlisted design proposals notified – Friday 8 June 2018 Publicity for Stage 1 Designs – 11-15 June 2018 Interviews/Presentations – Thursday 5 July 2018 Presentation of winning design and

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
	marina and day boat operation; <ul style="list-style-type: none"> • Architectural practices with experience in designing visitor centres invited to participate in a competition to submit initial design ideas. • Working group/Panel to judge submissions and recommend a design approach. Panel to include independent chairman and possible quantity surveyor. 		announcement of winner at Broads Authority meeting – Friday 27 July 2018.
26 January 2018 Minute 4/24 Transfer of Mutford Lock	<ul style="list-style-type: none"> • The two Harbour Revision Orders are submitted and the tripartite agreement noted in the report be completed in all respects, to give effect to completing the transfer of the Lock in the Navigation Area and the ownership to the Broads Authority. 	Solicitor and Monitoring Officer	Legal procedures to effect transfer progressed through Authority's external lawyers and ready for submission. Fair split of costs being discussed with all parties.
26 January 2018 Minute 4/25 Chet Boat: Award of Contract	<ul style="list-style-type: none"> • Standing Orders for Contracts waived due to the unique circumstances • The International Boatbuilding Training College (ITBC Ltd.) Lowestoft is awarded a contract to construct a replica of the Chet Boat and fulfil the rest of the Project at the cost 	Broads Landscape Partnership Programme Manager	Contract awarded. Boatbuilding College Tutors have visited Sweden to learn how to forge axes and are now searching for sources of suitable wood.

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
	<p>stated in the report, funded by the grant awarded by the HLF as part of the WMM Programme</p>		
<p>16 March 2018 Minute 5/11 Broads Local Plan</p>	<ul style="list-style-type: none"> • Broads Local Plan endorsed for submission to the Planning Inspectorate for the Examination in Public 	<p>Planning Policy Officer</p>	<p>Broads Local Plan submitted on 19 March 2018 to Planning Inspectorate and received. Inspector appointed. Programme Officer: Maria Conti Documents sent to venues around the Broads in accordance with regulations. All stakeholders on contact data base contacted and all site promoters informed of submission of Local Plan. Examination webpage set up: http://www.broads-authority.gov.uk/planning/planning-policies/development/future-local-plan/examination-of-the-local-plan-for-the-broads-2018 Examination library webpage set up: http://www.broads-authority.gov.uk/planning/planning-policies/development/future-local-plan/examination-of-the-local-plan-for-the-broads-2018/local-plan-examination-library-march-2018</p>
<p>16 March 2018 Minute 5/19 Pilot Agri-Environment Scheme for the Broads</p>	<ul style="list-style-type: none"> • Contents of submission to Defra for pilot agri-environment scheme for the Broads, which builds on the partnership work with the 	<p>Head of Strategy and Projects/ Broadland Catchment Partnership Officer/</p>	<p>Defra acknowledge receipt of proposed Pilot Scheme. Officers continuing to work with stakeholders at both the local and national levels with various Defra workshops.</p>

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
	National Farmers Union and local land managers and prepared with assistance of local conservation NGOs welcomed and noted.		

Strategic Direction
Report by Chief Executive
and Strategy and Projects Officer

Summary: This report sets out progress in implementing the Broads Plan objectives (six-monthly update) and the Broads Authority's Strategic Priorities for 2018/19 including the Peer Review Action Plan.

The Annual Business Plan 2018/19, including a status update on the Authority's guiding level strategies, is also appended to this report.

Recommendation: That Members note the strategic updates and the Annual Business Plan 2018/19 (Appendices 1-3) and accept the recommendation in paragraph 3.

1 Strategic reporting

- 1.1 The Broads Authority uses two cyclical reporting processes about the delivery of strategic objectives for the Broads and annual priorities for the Authority.
- 1.2 (i) Broads Plan: The Broads Plan is the partnership management plan for the Broads. It contains a long-term vision for the area and shorter-term guiding objectives for the Broads Authority and its partners working in the Broads. The current Plan covers the period 2017-22.
- 1.3 Progress against Broads Plan objectives is reported to the Authority in May and November each year. Update reports are published on the Authority's website at www.broads-authority.gov.uk/broads-authority/how-we-work/strategy. We also report changes and new actions as we go through the Plan period.
- 1.4 A number of guiding level strategies support the high level Broads Plan. A status update on these strategies is in the Annual Business Plan (Appendix 3).
- 1.5 (ii) BA Strategic Priorities: Each year the Authority identifies a small set of strategic priorities that focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps target resources and make the most of partnership working and external funding opportunities. Priorities are set each year, although the scale of many projects means they are implemented over several years. The first report on our 2018/19 strategic priorities is at Appendix 2.

2 Peer Review

- 2.1 Members will recall that the scope and focus of the recent Peer Review was the Authority's leadership, governance, policies and procedure, and the mechanisms

of engagement with the broader economic and social agenda across Norfolk and Suffolk.

2.2 In their feedback report, the Peer Review Team made the following points:

Leadership: The peer team believe that the organisation needs to have a greater external focus on its work with partners, in particular local authorities, in a more collaborative and strategic way. The peer team suggests that there is a complex piece of work around stakeholder engagement that needs to be carried out. This will help the organisation to look outwards and understand how it can play into more strategic and collaborative discussions in a partner setting e.g. with the LEP around tourism. It is also important that the leadership can focus some time on external relationships with local authorities and other key partners. Regular meetings with other local leaders will provide an opportunity to understand each other's objectives and create an environment for collaboration on future plans. Building these relations will also provide both the Broads Authority and the relevant local authority an opportunity to jointly deal with any issues that arise on share boundaries, which will be more effective and efficient for all.

Engagement with partners on the broader economic and social agenda: The Broads Authority would benefit from having more engagement and visibility with the Local Enterprise Partnership and needs to consider how it can work with and feed into its broader economic plans... It is essential that the executive leadership team and the wider organisation understand the changing context and environment that local government is operating within and the challenges that many local authorities are facing... (by getting) around the table with key local government players... to frame and articulate the strategic vision.

2.3 We have made progress on several fronts.

(a) Local Authorities: The peer team encouraged us to gain a better understanding of the pressures our eight constituent local authorities are under, and to raise our profile with the Leaders and Chief Executives of those authorities. In response, the Chair and Chief Executive have set up a programme of regular meetings and site visits with their local authority counterparts. Authority Members appointed by the local authorities have also facilitated meetings with their Leaders and the Authority's Chair and CEO to reinforce and support mutual understanding of the role and strategic priorities of each organisation.

(b) New Anglia LEP: The Chief Executive recently had a very productive meeting with the CEO of New Anglia, and they have agreed to meet on a quarterly basis.

(c) Other strategic partners: We meet regularly at officer level with our statutory partners and other bodies with key accountability for, or influence in, delivering the aims and objectives of the Broads Plan. This includes the Environment Agency, Natural England, Norfolk and Suffolk Wildlife Trusts, NFU and RSPB, all of whom have regular contact with frontline officers, Management Team and the Chief Executive. Quarterly meetings between the Management Teams have been put in the diaries.

3 Acle Bridge Site

3.1 Seasonal Mobile Café

The initial preferred contractor for a temporary seasonal café offering on the site has withdrawn and officers are in discussion with other potential contractors.

3.2 Architectural Competition

At the Authority's last meeting it was agreed to invite a range of architectural practices with experience in designing visitor centres to participate in a competition to submit initial ideas. Following the meeting, further research on procurement indicated that an open competition would be more appropriate, and a competition brief was developed in consultation with the Member Working Group. The brief was circulated to local architectural practices on Friday 20 April 2018. The deadline for submission of initial design ideas is 13:00 on 29 May 2018.

It was originally thought that the Working Group would judge the competition, but the large size of the Group, the potential to involve partners at an early stage in the process and the very positive response from architectural practices has led to a rethink. The Working Group and other members will now longlist the submissions and the winning design will be presented to the July meeting of the Authority. The Judging Panel includes the Vice-Chancellor from Norwich University of the Arts, a representative of New Anglia and the Group Director of Anglian Water. A space has been reserved on the Judging Panel for a member of the Authority and it is recommended that Greg Munford be invited to fulfil this role.

Members are asked to note progress on taking forward the architectural competition for the Acle Bridge site and invite Greg Munford to represent members on the Judging Panel.

4 Annual Business Plan 2018/19

4.1 The Authority's Annual Business Plan gives an overview of our work priorities for the coming year. It is a link between the Broads Plan and our Directorate work plans. The Annual Business Plan at Appendix 3 summarises planned activity and expenditure for the financial year 2018/19.

Background papers: None
Author: Maria Conti
Date of report: 2 May 2018

Broads Plan Objectives: Multiple
Appendices: APPENDIX 1: Broads Plan 6-month update to May 2018
APPENDIX 2: BA Strategic Priorities update
APPENDIX 3: BA Annual Business Plan 2018/19
APPENDIX 4: Water, Mills and Marshes
Quarterly Report to end March 2018

6-monthly newsletter highlighting action by the Broads Authority and its partners to implement the Broads Plan

Aspiration 1 Improve water capture and efficient water use across the Broadland Rivers Catchment, and develop a longer-term integrated flood risk management strategy for the Broads and interrelated coastal frontage

1.1 Promote and implement best practice water capture and water use measures at a community level, and support a whole farm water management approach across the Broadland Rivers Catchment

- Water Sensitive Farming: New Creyke Wheel Track Combi erosion reduction machinery being trialled on-farm. Level surveys underway for Natural Flood Management project at Camping Beck.
- Broads Local Plan to 2036 (submitted for public examination) contains water efficiency policies that all new, replacement and converted dwellings be designed for daily water demand equivalent to 110L pp and new, replacement and converted buildings for non-residential land uses be designed to score at least 50% in water section of BREEAM assessment.
- Anglian Water Outline Business Plan 2020-2025 and Essex & Suffolk Water's Water Resource Management Plan 2019 are out for public consultation.

1.2 Promote and implement catchment measures to manage water resources and respond to periods of water shortage and scarcity (incl. abstraction controls, water transfer and trading, infrastructure improvements)

- Environment Agency reviewing 43 abstraction licences in Ant Broads and Marshes SSSI. Seminar held in March on process and criteria to assess in-combination impacts of licenced abstractions in Broads in relation to Habitats Directive and SSSI.
- RSPB contractor reviewing existing hydrological data for Catfield Fen and Sutton Fen.

1.3 Maintain current coastal, tidal and fluvial flood risk management strategies relevant to the Broads, Great Yarmouth and interrelated coastal frontage, and prepare a longer-term, integrated, strategic approach

- £750K local levy funding made available over three years for natural flood management projects by Anglian Eastern Regional Flood and Coastal Committee. Six applications submitted within Broadland Rivers Catchment.
- Annual review of Shoreline Management Plan completed and submitted to Defra.
- EA business case submitted for Broadland Futures Initiative community engagement and flood risk management topic study and analysis.
- Findings on PhD research project on flood risk modelling for the Broads being shared through stakeholder engagement.

1.4 Investigate, plan and promote schemes to hold back or divert flood water, moving from retrospective to proactive approaches

- Water Environment Grant scheme funding bids being developed for habitat improvement and invasive species control projects in Upper Bure headwaters and Ant catchment around Catfield and Sutton Fen.

Aspiration 2 Protect, conserve and enhance water quality and land and habitat condition to benefit priority species, recognising natural environmental change and retaining a thriving and sustainable agricultural industry

2.1 Carry out lake restoration, maintenance and enhancement works, incl. bio-manipulation; use monitoring evidence to trial and implement further innovative lake restoration techniques

- 4-year EU CANAPE project launched with 14 partners from five countries developing ideas and practical works to protect peatlands. BA projects include Hickling Broad island recreation and large-scale dredging and deposition. [Also see 2.3]
- Natural England's Hoveton Gt Broad project: Sediment removal phase completed and reed to be planted in Autumn.
- Planned bio-manipulation work at Sotshole Broad on hold.



Photo: CANAPE partners

2.2 Promote and implement measures to reduce point and diffuse pollution into the floodplain and water courses, commensurate with EU/national water and habitat targets and with sustainable farming

- Nine Natural England farmer/stakeholder workshops held in Broadland Rivers Catchment in Winter 2017/18. Around 150 Broadland holdings engaged in best practice techniques to reduce diffuse pollution including: Soil health/biology; tyres, traction & compaction; cultivation/drilling techniques; and pesticide handling and bio beds.

2.3 Maintain and enhance existing areas of priority fen, reed bed, grazing marsh and wet woodland through site management agreements/prescriptions and support services to site managers

- New standard for reed quality being tested with National Society of Master Thatchers and will be applied throughout Northern Europe. Two new Broads Reed and Sedge Cutters Association members offered training support through Prince's Countryside Fund grant.
- Catfield Fen: Scrub clearance completed and eco-hydrology report commissioned.
- Ranworth: Sluice now operational, allowing water flow between River Bure and marsh dyke system.
- Carlton Marshes: Project underway for wild compost creation from softack harvested reed.
- Sutton Fen: RSPB completed work to collate all historic species records on site. Species list now 4200 including 450 Nationally Scarce or Rare and 150 RDB species. RSPB finalising Sutton Fen Management Plan 2018-23, aimed at site maintenance following 10 years of restoration.
- Water, Mills and Marshes: RSPB recruiting Broads Land Management project manager and developing contacts and land ownership mapping. Restoration underway at Chedgrave Common. NWT surveying water voles on Upton grazing marshes and trialling fen harvester cut on reed bed to benefit marsh harrier and crane nesting.
- CANAPE: Fen and reed bed projects include best practice commercial and conservation reed management, raising awareness of peatlands, and developing an adaptation approach to paludiculture in the Broads. [also see 2.1, 3.2]

2.4 Define, implement and monitor management regimes for priority species and invasive non-native species

- RSPB Little Tern protection project underway, focusing on Eccles and Winterton.
- British Dragonfly Society's first Conservation Outreach Officer appointed to raise its profile, including setting up 'Dragonfly Hotspots'. BDS running special surveys including Willow Emerald Watch and Dragonfly Challenge.
- Norfolk Flora Group completed draft 'Norfolk Species of Conservation Concern', which provides the Norfolk context for S41 (formally Biodiversity Action Plan priority) species. Research shows first recorded evidence in the Broads of water-plantain *Baldellia ranunculoides* ssp. *Repens*.
- Abrehart Ecology surveying marshes for little whirlpool ramshorn snail and potential receptor sites. 2000 snails translocated from Castle Marshes to Beccles and Shipmeadow in Nov 2017.
- Bat Conservation Trust project ringing *Nathusius pipistrelles* to determine numbers and migration patterns.

2.5 Create 'bigger, better and more joined up' areas of priority habitat by identifying opportunities and developing site-specific plans for new habitat areas, connections, buffer zones and pollinator networks

- NWT has taken on ownership and management of Pigney's Wood (23.5ha site near North Walsham) and 16ha of wet grazing marsh at South Walsham, building on the Upton Marshes

- SWT Carlton Marshes funding award - see 9.3
- National Nature Reserves Partnership has agreed a Joint Strategy. A NNR rebranding exercise will be part of new interpretation work at How Hill.

2.6 Improve partnership coordination and communication of Broads biodiversity monitoring and research efforts, linked to national biodiversity network

- 2-day Fen Research workshop held in June to agree research priorities and partnership action, led by Broads Biodiversity Partnership. <http://bit.ly/2xyjVvM>
- Scientific paper on 'Response of submerged macrophyte communities to external and internal restoration measures in temperate shallow lakes' submitted to *Front Plant Sci.* (Sept '17).
- NERC Hydroscape project work ongoing: www.hydroscapeblog.wordpress.com/about
- Evidence submitted for peatland habitat management research (Cambridge U.) to feed into www.conservationevidence.com.



Photo: Water vole

© Jackie Dent

Aspiration 3 Apply a catchment-scale approach to reduce sediment input and the sediment backlog, and sustainably reuse or dispose of dredged material

3.1 Implement dredging regimes in accordance with defined waterways specifications, and seek resources/legislation to accelerate the removal of sediment in the Broads system

- To end February the BA removed 51,890m³ of dredged sediment from prioritised sites (98% of programmed annual target). Full dredging reports at www.broads-authority.gov.uk/broads-authority/committees/navigation-committee.

3.2 Implement plans and good practice guidance to reduce soil erosion into the waterways, manage areas lost or vulnerable to erosion, and dispose of dredged material in sustainable and beneficial ways

- Water Sensitive Farming projects: Six silt traps installed on Blackwater tributary of River Wensum. Norfolk Rivers IDB designed and delivered schemes with local contractor.

- Association of Inland Navigation Authorities submitting guidance document on disposal/reuse of wet dredgings to Environment Agency for finalisation and approval.
- CANAPE project – see 2.1

Aspiration 4 Maintain a safe, open navigation and reduce pressures on busy or vulnerable areas

4.1 Maintain existing navigation water space and develop appropriate opportunities to expand or extend access for various types of craft

- Hydrographic survey of River Waveney upstream of Geldeston carried out to assess feasibility of extending small craft access.

4.2 Carry out appropriate aquatic plant cutting and tree and scrub management programmes and seek resources to increase operational targets

- Approximately 2000m of riverside tree management completed by BA in Autumn/Winter 2017/18. Prioritisation programme for 2018/19 works underway and will include use of new hydraulic tree shears. Weed harvesters in water ready for this season's aquatic plant cutting.
- Stonewort cutting trials at Hickling Broad monitored and interim report produced.
- Fen maintenance works carried out on BA land at Buttle Marsh and small contract works scheduled at NWT sites at Hickling NNR and Upton Fen.

4.3 Implement, promote and monitor measures to maintain and improve safety and security for the navigation and boats

- Under Port Marine Safety Code, BA carries out risk assessments of all boating activities and marine operations on its waters to ensure risks are managed to be 'as low as reasonably practicable'. Formal Safety Assessment (FSA) identified powerboat racing on Oulton Broad as priority for more detailed consideration.

Aspiration 5 Improve understanding, protection, conservation and enhancement of the Broads landscape character and distinctive built, cultural, archaeological and geological assets

5.1 Implement measures to protect, conserve and enhance the distinctive landscape character and historic assets of the Broads

- Heritage Skills Training Supervisor appointed under Water, Mills and Marshes scheme. Funding received to laser scan 8 Broads' mills at risk, bringing total scanned to 20. Strumpshaw steam engine house works granted planning permission.

5.2 Produce, update and promote local landscape conservation action plans, appraisals and enhancement schemes

- WMM Landscape Conservation Action Plan published: <http://watermillsandmarshes.org.uk/wmmdetail/landscape-conservation-action-plan/>
- Somerton Conservation Area Appraisal consultation completed and area taken forward for adoption by summer 2018. Initial CAAs undertaken for Loddon and Horning.

5.3 Develop measures to investigate, record and protect local built and cultural features, archaeology and potential hidden heritage (incl. waterlogged assets, waterways history, settlement patterns, WWII remains)

- Acle Community Archive Group working with WMM project officers to create trail around local Second World War heritage sites. Route mapping underway and volunteer team recruited.
- BA service level agreement set up with Norfolk County Council for archaeological services.
- Laser scanning of mills - see 5.1



Photo: Wartime planning in the Broads

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5.4 Implement and promote measures to conserve and enhance local geodiversity sites and assets across identified work areas in Norfolk Geodiversity Action Plan

- NGP working with NBIS to plot County Geodiversity Sites (CGS) and Candidate CGS in Norfolk, including the Broads, onto their MapInfo GIS system.
- New Interpretation from NGP includes contributions on eight geodiversity sites in the Broads to the South Yare Wildlife Group State of the Environment Report, 2017; Evolution of the geological landscape to the Broads Landscape Character Assessment update (2017); The Norwich Crag Formation and the Ludham Borehole.

5.5 Expand the longer-term resource of land management and heritage construction and maintenance skills training and qualifications

- Heritage skills training programme underway as part of Water, Mills and Marshes scheme. Historic Environment Manager held induction talks at Norwich City College in April.

5.6 Build on measures to reduce the impacts on the Broads of visual intrusion and noise and light pollution, and pursue potential for dark sky place status

- BA progressing schemes with UK Power Networks and National Undergrounding Wires Steering Group:
- Cantley, 2.5km, £247,000. Consent granted awaiting landowner permissions.
- Ludham Marshes, 1.1km, £172,000. Consent granted awaiting landowner permissions.
- South Walsham Marshes, 2.4km, £750,000. Stage 1 approval, currently getting landowner in principal support, going for stage 2 application in June.

- Potter Heigham, North and South Banks of river, 2.8km, £420,000 stage 2 permission granted UK Power Networks starting work this year

Aspiration 6 Provide opportunities for distinctive recreational experiences in harmony with the special qualities of the area

6.1 Develop and implement schemes to upgrade and improve the network of access points and routes (where adverse effects can be prevented), linked to visitor facilities and including easier access for people with mobility and sensory needs

- Norfolk Access Improvement Plan out to public consultation. The draft plan offers multiple partnership opportunities for integrated access.
- Horstead Mill canoe launch on site works underway.
- Date of August 2018 agreed for newly installed culvery at Pye's Mill, Loddon. This will enable Loddon FP29 to be opened again following collapse of timber footbridge.

6.2 Implement measures to improve the network provision of riverside facilities, incl. refuse and recycling services, electric power points, water and pump out

- BA prepared design brief for the development of its new site at Acle Bridge and is running an architectural design competition in Summer 2018.



Photo: Acle Bridge site purchased by the BA

6.3 Maintain, develop and promote a coordinated and year-round programme of activities (taking measures to prevent any adverse environmental impacts)

- Water, Mills and Marshes 'Gateway to the Broads' project developing plans with Greater Anglia and Norwich University of the Arts for maps and interpretation installations at Gt Yarmouth Rail Station.

6.4 Implement Broads Angling Strategy action plan through partnership working and securing of additional resources

- Broads Angling Services Group CIC incorporated Dec 2017 to replace Broads Angling Strategy Group.
- CIC and refreshed Broads Angling Strategy to be launched at Norwich Forum on 20 May 2018.
- 1,500 hours volunteer time supported Northern Broads fish tagging project (Environment Agency/Bournemouth University).
- 18,000 rod licence holders surveyed on future of Broads fishery and other issues.

Aspiration 7 Strengthen and promote key messages and tourism offer in keeping with the area's status, special qualities, history and traditions

7.1 Develop integrated, multimedia communications to boost local community and visitor awareness and appreciation of the special qualities of the Broads National Park

- Broads National Park display installed at Norwich Airport and brand signage being developed for railway stations and on village identification signs.
- Local media reporting (Aug'17-Mar '18) shows 83 recorded stories (86% positive or neutral) on the BA's work in the Broads. Broads National Park social media accounts show 17% and 36% increases in Twitter and Facebook followers and more than 500% increase in Facebook post views.
- www.watermillsandmarshes.org.uk website launched. Multiple projects underway including solar/WiFi-based interpretations for installations at remote sites.

7.2 Maintain and upgrade the range and provision of multimedia and 'point of need' visitor information and interpretation

- BA Information Centres open for season. Broadcaster, Broadsheet, and Visit the Broads info published including Outdoors Festival brochure. Visit the Broads and Whitlingham Country Park websites upgraded.
- New branding installations - see 7.1
- Water, Mills and Marshes: Projected Augmented Sand Box commissioned to teach geographic, geologic and hydrologic concepts such as reading topography maps and the meaning of contour lines, watersheds and catchment areas.

7.3 Implement industry-based measures to strengthen the quality and distinctiveness of the Broads tourism offer, including careers and skills training

- Broads Tourism delivered two training courses: 'Welcome Afloat', tailored towards improving the knowledge and understanding of tourism staff. They are also developing information fact sheets to be used by their members as training aids for seasonal staff to improve their knowledge and understanding of the Broads to pass on information to visitors.
- Broads Tourism developing green credentials self-assessment scheme for their members, with criteria aimed at encouraging improvements in quality and sustainability.



Photo: School pupils on a 'Broads experience' trip



Photo: Norwich Airport installation

© James Bass

Aspiration 8 Support development growth within and adjacent to the Broads, while avoiding adverse impacts on the area's special qualities

8.1 Update and adopt Broads spatial planning policies and site specific allocations to support local business, housing need, community facilities and transport choices, and to ensure development occurs within environmental limits

- Broads Local Plan submitted for Examination in Public and BA awaiting hearing schedule from Planning Inspector.
- More than £11 million of new funding invested in latest tranche of Better Broadband for Norfolk. Target to bring high-speed broadband to more than 95% of Norfolk premises by Spring 2020 although no plans in some parts of the Broads: www.betterbroadbandnorfolk.co.uk/can-i-get-fast-broadband

8.2 Develop comprehensive approach to enhancing sites that are strategically important for their heritage or green infrastructure value

- BA scoping options for ongoing management of Hoveton Riverside Park, including deteriorating infrastructure.

Aspiration 9 Strengthen connections between a wide audience, particularly local communities and young people, and the Broads environment

9.1 Widen the range of active and entry level/ taster initiatives that promote physical and mental health and wellbeing, based in the Broads natural environment

- Water, Mills and Marshes 'Try it out' activities planned at range of events including Science Festival and Great Yarmouth Maritime Festival, building on last year's successes.

9.2 Offer a flexible range of practical volunteering programmes, events and training, and establish a longer-term succession strategy

- Modular BA volunteer training programme being rolled out and new volunteer handbook issued. 21 new volunteers recruited and trained for BA tasks and Water, Mills and Marshes Wild Watch project.

9.3 Increase the scope for partnership fundraising and other income generation initiatives to support Broads-themed projects

- Suffolk Wildlife Trust awarded £4m by Heritage Lottery Fund to complete purchase of 348 acres surrounding its Carlton Marshes nature reserve, creating a 1,000-acre landscape-scale site of mixed wetland habitat.
- Partnership funding bid in preparation through Broads Trust to develop educational materials on wherries.
- Discussions ongoing on helping smaller trusts in the Broads raise their capacity and impact.
- BA developing corporate approach to external funding.



Photo: Carlton Marshes

9.4 Improve the capacity of the Broads Environmental Education Network (BEEN) to develop and run educational programmes and events for local schoolchildren

- Broads curriculum website under construction and introductory resources being developed. Video production schedule agreed.
- Water, Mills and Marshes: Roadshows delivered into 12 primary schools in Lowestoft, reaching 620 pupils and 36 school teaching staff. Primary students embarking on Experience Trips, a 1.5 hour boat trip from Oulton Broad to Oulton Dyke and River Waveney, then to SWT Carlton Marshes for wildlife and nature identification exercises.

9.5 Develop and run motivational outreach activities and award schemes for young people, including those from disadvantaged backgrounds, focusing on life and work skills training and practical experience

- BA Youth Ranger programme underway.
- Two terms of Engage Trust programme delivered, John Muir Award programmes submitted and Country Trust schools programme scheduled.
- Bid submitted for Schools Sculpture Trail project at Whitlingham Country Park to run over the summer term.

Aspiration 10 Build the awareness and adaptive capacity of local communities to the challenges of climate change and sea level rise

10.1 Develop and promote tailored 'climate-smart' mitigation and adaptation measures, guidance and support to local communities

- Anglian Eastern Regional Flood and Coastal Committee (RFCC) running engagement event on 16 May to showcase flood risk management best practice, e.g. Lowestoft Temporary Flood Barriers, Where does the Water Go, Broadland Futures Initiative (BFI), Property Level Resilience/ Protection, Our Water.
- Broadland Futures Initiative presenting information on flood risk management and climate change issues for the Broads at community events including UEA Green Film Festival and talks to local groups.

10.2 Commission and coordinate research to inform management approaches to decrease carbon emissions and increase carbon sequestration in the Broads

- Two academic bids submitted for research council funding for land and water management research including peatland management and carbon sequestration; outcomes awaited.

More information on key projects

Broads Catchment Partnership:

www.broads-authority.gov.uk/looking-after/managing-land-and-water/beyond-the-broads

CANAPE: www.northsearegion.eu/canape

SWT Land Purchase campaign:

www.suffolkbroads.org.uk/about-the-campaign

Water, Mills and Marshes: www.watermillsandmarshes.org.uk

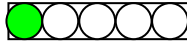

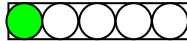





Photo: Launch of Broads Outdoors Festival brochure 2018





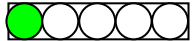
Website: www.broads-authority.gov.uk/broads-authority/how-we-work/strategy









Email: broadsplan@broads-authority.gov.uk

Broads Authority strategic priorities 2018/19					
Ref	Project	Aim and milestones	Progress report - May 2018	Status	Reporting officer
1	Water, Mills and Marshes HLF Landscape Partnership Scheme	<u>Aim: WMM partnership projects implemented to agreed schedule</u> <ul style="list-style-type: none"> Monitor and report progress of scheme projects - Sept 2018 & Mar 2019 Submit quarterly claims to HLF (Apr/Jul/Oct/ Jan) Establish working group to review WMM legacy and produce initial report by end Mar 2019 	<ul style="list-style-type: none"> All WMM projects with a planned start in 2018 are underway. First quarter return and progress report submitted to Heritage Lottery Fund – see Appendix 4 to this report Creation of legacy planning working group to be discussed by WMM Board on 9 May. 		WMM Project Manager (Will Burchnell)
2	CANAPE Project management and delivery of Hickling Broad vision	<u>Aim: CANAPE project implemented to agreed schedule</u> <ul style="list-style-type: none"> Monitor and report progress of project activities - Apr & Oct 2018 Submit claim and project report to INTERREG Programme - Oct 2018 Obtain planning permission for Hickling Broad works – by July 2018 Agree full partnership level work plan and partnership agreement – by end May 2018 	<ul style="list-style-type: none"> First partner Project Steering Group held in Veendam, Netherlands. BA officers trained in PC Lake, a methodology for modelling water quality in shallow lakes Engineering company NETICS, awarded contract to design new reed bed area at Hickling Broad, has produced design to be submitted for planning permission. Public consultation event held at Hickling Barn to present plans for Hickling Broad. Plans also received press coverage. Work begun on modified application form to meet some conditions of project approval letter from programme authorities. 		CANAPE Project Manager (Harry Mach)
3	Broadland Futures Initiative Integrated flood risk	<u>Aim: Profile raised on urgency to develop an integrated approach to flood risk management</u>	<ul style="list-style-type: none"> EA bid for resources submitted mid-April with hopeful outcome in May. Broadland Futures Initiative introduced at BA 		Head of Strategy & Projects (Simon Hooton)

	management	<p><u>(Broads and coast)</u></p> <ul style="list-style-type: none"> Confirm planned funding resources from EA for next 5 years and agree stakeholder engagement plan by June 2018 Establish governance arrangements by Sept 2018 and report on stakeholder engagement by Nov 2018 Produce outline of agreed key work areas to 2022 by March 2018 	Parish Forum and local community groups.		
4	Broadland catchment management	<p><u>Aim: Catchment water and land management improved through on-site measures, advice and investment</u></p> <ul style="list-style-type: none"> Implement Broadland Rivers Catchment Plan actions, incl. trialling 3 pieces of erosion reduction machinery with 6 farmers on c.300 acres; 6 river enhancement and natural flood management projects; website material, mapping and quarterly newsletter 	<ul style="list-style-type: none"> Farmer in Bure (Kings Beck) catchment trialling new Creyke Combi erosion reduction machinery for potato and sugar beet. On-farm demonstration day in April received positive press coverage. See www.edp24.co.uk/business/farming/water-sensitive-farming-soil-erosion-machine-trial-1-5475800 Level surveys underway for Camping Beck Natural Flood Management project. 		Broadland Catchment Officer (Neil Punched)
5	External funding and capacity building	<p><u>Aim: BA external funding and capacity building strategic framework in place</u></p> <ul style="list-style-type: none"> Member/Officer working group to draft framework for external funding strategy by end Dec 2018. Next stages to be agreed. 	<p>Working group met 12 April to discuss Terms of Reference and action plan.</p> <p>See separate item on this agenda.</p>		Chief Financial Officer (Emma Krelle)
6	Marketing, promotion and	<p><u>Aim: Increased public awareness of Broads National Park brand</u></p>	<ul style="list-style-type: none"> Broads National Park messages on digital displays at Norwich Airport supporting installation 		Head of Communications

	media relations	<ul style="list-style-type: none"> Implement Broads National Park branding guidelines and action plan incl. promotion through NPUK Partnership, Broads Tourism, Discover England Fund, National Park Experiences project, and supporting BA-led projects incl. WMM and CANAPE; BA annual events programme; news and events through print and social media. 	<p>in arrivals lounge. Similar artwork to be installed at Norwich and Gt Yarmouth rail stations by summer. All spaces negotiated free of charge. Road sign audit and application process ongoing.</p> <ul style="list-style-type: none"> 3 'Visit the Broads' publications, e-newsletter and Broadcaster and Broadsheet produced. Broads 3rd in Countryfile Magazine National Park of the Year, supported by 9 articles in EDP and broadcast interviews. Successful launch of Broads Outdoor Festival programme launched and BA at Norfolk Festival of Nature. Plans progressing for Broads Village at Royal Norfolk Show. Monitoring of local media items featuring BA (Aug'17-Mar '18) shows 83 stories recorded, of which 71 were positive or neutral (86%). Broads National Park social media accounts show 17% and 36% increases in Twitter and Facebook followers and an increase of 500% in Facebook post views. 		(Rob Leigh)
7	Peer Review Action Plan	<p><u>Aim: Peer Review recommendations developed and implemented</u></p> <ul style="list-style-type: none"> Prepare Peer Review Action Plan and implement year 1 activities 	See Strategic Direction report		Chief Executive (John Packman)
8	Acle Bridge site development	<p><u>Aim: Acle Bridge site redeveloped</u></p> <ul style="list-style-type: none"> Manage processes to allow temporary onsite catering operation during 2018 Run architectural design competition for site proposals (Summer 2018) 	<ul style="list-style-type: none"> Contract for the provision of mobile catering at the Acle Bridge site under negotiation Acle Bridge architectural competition brief developed by CEO and Member working group and issued and initial response is positive. Deadline for submissions is Tuesday 29 May. 		Director of Operations (Rob Rogers)

9	Agri-environment schemes post-Brexit	<p><u>Aim: Proposals identified on agreed future of agri-environment schemes post-Brexit</u></p> <ul style="list-style-type: none"> Develop pilot agri-environment scheme in liaison with farming community and other stakeholders 	<ul style="list-style-type: none"> BA attended DEFRA consultation events. No formal feedback received from pilot proposal submitted in March. BA part of collaborative work with other National Parks to develop common response to DEFRA's consultation 'The Future for Food, Farming and the Environment' by deadline of 8 May. 		Director of Strategic Services (Marie-Pierre Tighe)
10	Hobhouse Review of National Parks and AONBs	Milestones to be set following Hobhouse Review (identified in 25 Year Environment Plan)			Chief Executive (John Packman)

Key	Progress
	Project completed
	Project on track, no causes for concern
	Good progress, some challenges in delivery
	Project timetable slipping, plan in place to address concerns
	Unlikely project will be delivered on time, significant worries
	Project will not be delivered on time; major concerns
	Forward progress since last meeting
	Backward progress since last meeting

Broads Authority Annual Business Plan 2018/19



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1 Introduction

Purpose of the Business Plan

The Broads Authority's Annual Business Plan gives an overview of our work priorities for the coming year. It is a link between the Broads Plan, which sets the high level partnership strategy for the Broads National Park, and the Authority's Directorate work plans.

This plan summarises the planned activity and expenditure for 2018/ 2019.

Our 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, and it is up to the Authority in any particular instance to decide on the relative priority of the functions. This supports our commitment to integrated management.

In managing the area, 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.

Broads Plan

The Broads Plan is the single most important strategy for the Broads. It sets out a long-term vision for the area and shorter-term actions to benefit the environment, local communities and visitors. As a high level plan it draws together and guides a wide range of plans, programmes and policies for the area. The current plan covers the period 2017-22.

View the Plan here: www.broads-authority.gov.uk/broads-authority/how-we-work/strategy

2 Review of last year

Reporting progress

Progress against Broads Plan objectives is reported to the Authority in May and November and posted on www.broads-authority.gov.uk/broads-authority/how-we-work/strategy.

Table 1 outlines progress against our strategic priorities for 2017/18. Appendix 2 of this report outlines the status of guiding strategies that sit under the high level Broads Plan.



Financial position



We are finalising the outturn figures and early indications show we are approximately where we forecast ourselves to be, as a result of increased income and prudent management of our expenditure. Both reserves remain ahead of minimum operating levels. The overall financial position is sound, which will enable us to manage the deficit which is anticipated for the coming year.



Strategic priorities







We set a small number of strategic priorities each year, focused on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. The priorities help us target resources and make the most of partnership working and external funding opportunities. Progress is reported at each Broads Authority meeting.

Table 1: Review of BA Strategic Priorities 2017/18

Project title, aims and milestones	Progress 2017/18
<p>Integrated flood risk management</p> <p>Aim: Profile raised on urgency to develop an integrated approach to flood risk management (Broads and coast)</p> <ul style="list-style-type: none"> Engage with stakeholders to define next stages and create framework for gathering information on key potential actions - by end Mar 2018 	<p>A draft governance structure and a communications plan for the Broadland Futures Initiative were developed.</p> <p>Close working with the Environment Agency led to a bid for EA resources of £1.3 million to take forward the Initiative over the next five years. The focus is on developing an integrated flood risk strategy linking long-term coastal defence with the protection of Broadland. The work will be informed by a strong evidence base and widespread stakeholder engagement.</p> <p>Status: </p> <p>Lead officer: Head of Strategy & Projects</p>
<p>Broads Landscape Partnership Scheme (Water, Mills and Marshes)</p> <p>Aim: Successful project delivery</p> <ul style="list-style-type: none"> Submit Landscape Conservation Action Plan and 2nd stage HLF application by May 2017. Decision expected Nov 2017. Start project delivery 1 Jan 2018 	<p>The second round application to the HLF was successful. The Broads Landscape Partnership Scheme (Water, Mills and Marshes) five-year delivery phase began on 1 Jan 2018. Two WMM Project Officers have been recruited. This £4.5m programme involves 55 partner organisations delivering 38 projects focusing on the people, communities and heritage of the Broads drained marsh landscape.</p> <p>Status: </p> <p>Lead officer: WMM Project Officer</p>

<p>Catchment management</p> <p>Aim: Facilitated working with farmers and others on catchment management and future of agri-environment schemes post-Brexit</p> <ul style="list-style-type: none"> • Implement small-scale local interventions to reduce soil and nutrient loss from fields • Meet with farmers to gauge interest in tailored Broads solution for agri-environment payments post-Brexit – ongoing 	<p>The Broadland Catchment Partnership worked closely with landowners and farmers to deliver small-scale practical interventions to reduce sediment and nutrient run-off into the rivers, partly funded through partnerships with Tesco and Coca-Cola. BCP newsletters are published on the Authority's website at www.broads-authority.gov.uk/looking-after/managing-land-and-water/beyond-the-broads</p> <p>Developing proposals for agri-environment schemes post-Brexit is a BA strategic priority for 2018/19.</p> <p>Status: </p> <p>Lead officer: Broadland Catchment Partnership Officer</p>
<p>Hickling Broad Enhancement Project</p> <p>Aim: Hickling Vision implemented</p> <ul style="list-style-type: none"> • Construction work: Next phase priority dredging from navigation channel and land spreading to adjacent land • Win additional resources for delivery – in particular, CANAPE bid (decision expected Jun 2017) • If bid successful, start CANAPE implementation – Jan 2018 	<p>The CANAPE (Creating A New Approach to Peatland Ecosystems) bid to the European Regional Development Fund was successful. The Authority is the lead partner on this €5.5m project involving partners from Belgium, Germany, Denmark, Netherlands and the UK.</p> <p>The matched funded project gives the Authority c. €700,000 to continue to deliver the Hickling Vision and restore more areas of eroded reed bed at Hickling Broad. Work is progressing well although awaiting permissions caused some minor delays in the work schedule.</p> <p>The CANAPE project also aims to use healthy peatlands in the Broads to help regulate global climate change.</p> <p>Status: </p> <p>Lead officer: Head of Construction, Maintenance & Environment</p>
<p>Marketing, promotion and media relations</p> <p>Aim: Raised profile, awareness and reputation of Broads National Park and Broads Authority, including through:</p> <ul style="list-style-type: none"> • Proactive media around BA successes • Proactive digital communications • Presence at Norfolk Show • Signage strategy 	<p>The new www.visitthebroads.co.uk website was upgraded, with additional content via a 'blog' page, inspiration features and improved design, search engine, category listings and rendering for mobile device use. The Whitlingham Country Park website was also updated. Broads National Park branding installations are in place/planned at Norwich airport and rail stations and on village signs.</p> <p>Two new BA Communications Officers were appointed (Digital and Media/PR). Monitoring of local media items on the BA (Aug'17-Mar '18) shows 83 stories recorded of which 71 were either positive or neutral (86%). Broads National Park social media accounts show a 17% and 36% increases in Twitter and Facebook followers, with an increase of more than 500% in Facebook post views.</p> <p>A successful annual events programme included the Broads Outdoor Festival, Gt Yarmouth Maritime Festival and Broads Village at the Norfolk Show.</p>

	Status:  Lead officer: Head of Communications
External funding Aim: Medium-term strategy in place for external funding and commercial opportunities to support Broads Plan implementation <ul style="list-style-type: none"> Draft external funding strategy to BA – by Nov 2017 	An outline approach to securing external resources was presented to the Authority in November 2017. The development of a framework for external funding and capacity building is a BA strategic priority for 2018/19. Status:  Lead officer: Head of Strategy & Projects

Key	Progress
	Project completed
	Project on track, no causes for concern
	Good progress, some challenges in delivery
	Project timetable slipping, plan in place to address concerns
	Unlikely project will be delivered on time, significant worries
	Project will not be delivered on time, major concerns

3 Financial Strategy 2018/19 – 2020/21

Since 2010 the Broads Authority has had substantial funding cuts, but there is financial stability since a four year grant settlement of £3.24m was agreed from 2016/17. We won significant external funding in the past year, with £2.4m from the Heritage Lottery Fund for the Water, Mills and Marshes project and €729,508 from the European Regional Development Fund for the CANAPE project.

Our guiding principles in setting our Financial Strategy to 2020/21 are:

- To resource the HLF (Water, Mills and Marshes) and EU (CANAPE) projects;
- To protect front line services; and
- To maintain an integrated approach to the management of the Broads.

We will resource the Asset Management Plan and plan to incur the agreed expenditure on equipment benefiting navigation (tree shears and speed signs). We have mitigated the impact of the staff pay increase. The final offer from local government to the unions of 2% for the next 2 years was accepted on 10 April. This means a 2% wage rise in April 2018 and a further 2% in April 2019.

We can plan for the two years remaining from our 4-year National Park Grant settlement. While National Park income and expenditure is operating at a deficit over the next three years, the reserves continue to be above the minimum. Longer term predictions remain cautious following the uncertainty around National Park Grant from 2020/21 onwards. There are many areas of expenditure we would like to increase. We must remain prudent in adding any additional revenue expenditure, but there is potential to look for additional one-off capital expenditure to deliver our National Park purposes.

The financial position for navigation income is slightly more certain than in previous years following the change in the tolls structure. The Financial Strategy takes account of current boat numbers, although we recognise these numbers are not guaranteed. The small deficit for 2018/19 still enables the reserve to be above the 10% minimum.

Our Financial Strategy for the period 2018/19 – 2020/21 is available on the Authority's internet. Expenditure summaries for 2018/19 are in Table 2 and in Directorate work plans (section 4).

Table 2: Expenditure summary 2018/19

BA	2018/19		
	National Park	Navigation	Consolidated
Income	(3,363,848)	(3,338,300)	(6,702,148)
Operations	1,140,763	2,297,177	3,437,940
Strategic Services	1,596,303	585,392	2,181,695
Chief Executive	649,314	427,129	1,076,443
Corporate items	47,100	31,400	78,500
(Surplus)/Deficit	69,632	2,798	72,430

4 Directorate work plans 2018/19

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

- [Chief Executive's Group](#) (p.9)
- [Operations](#) (p.11)
- [Strategic Services](#) (p.14)

Detailed work plans are available on our intranet.

BA Strategic Priorities 2018/19

Project	Directorate
Peer Review	Chief Executive's Group
Hobhouse review of National Parks	Chief Executive's Group
External funding and capacity building	Chief Executive's Group
Water, Mills and Marshes LPS	Operations
Acle Bridge site development	Operations
CANAPE project	Strategic Services
Broadland Futures Initiative (Integrated flood risk management)	Strategic Services
Broadland catchment management	Strategic Services
Marketing, promotion and media relations	Strategic Services
Agri-environment schemes post-Brexit	Strategic Services

Guiding national plans

In January 2018, Government issued the 25 year Environment Plan. The plan aims to improve the environment within a generation by setting goals for clean air and water, wildlife, environmental hazards, sustainable resource use, engagement with the natural environment, climate change adaptation, minimizing waste and managing exposure to chemicals.

See the plan here: www.gov.uk/government/publications/25-year-environment-plan

Alongside this is 8-Point Plan for England's National Parks, which sets out how Government intends to protect, promote and enhance National Parks in England until 2020. The areas of activity include connecting young people with nature, delivering new apprenticeships, and health and wellbeing.

See the plan here: www.gov.uk/government/publications/national-parks-8-point-plan-for-england-2016-to-2020

The Authority is taking these plans into account in planning and implementing its work plans, and is reporting progress to Defra.

Chief Executive's Group

Teams

The Chief Executive's Group is the smallest of the three Directorates. It includes the Chief Executive Officer, Solicitor and Monitoring Officer, Financial Services including Asset Management, and Governance services.

BA Strategic Priorities

Projects	Aims
Peer Review Action Plan	Peer Review Action Plan implemented
Hobhouse Review of National Parks and AONBs	BA responded to potential activity arising from Hobhouse Review identified in 25 Year Environment Plan
External funding and capacity building	BA external funding and capacity building strategic framework in place

Work Plan (summary)

Chief Executive's Group		
Ref	Work area (Broads Plan) ref)	Priority actions
CE1	Peer Review Action Plan	[BA strategic priority] Implement action plan
CE2	Hobhouse Review of National Parks and AONBs	[BA strategic priority] Respond to potential activity arising from Hobhouse Review (identified in 25year Environment Plan)
CE3	Governance services (administration)	Provide support to Authority Members, including administration of statutory and advisory committees, Member training and Scheme of Members' Allowances
CE4	Financial services	Provide financial planning and administration service, including: <ul style="list-style-type: none"> • 3-year (rolling) Financial Strategy • End of year accounts, including Whitlingham Charitable Trust (WCT) • Monthly financial monitoring reports, incl. WCT • Internal and external audits, incl. WCT • Government returns for DCLG, CIPFA & HMRC • Insurance policy and renewal • Finance claims incl. WMM and CANAPE projects • Treasury Management

CE5	Solicitor and Monitoring Officer/ Legal services	<ul style="list-style-type: none"> Oversee procurement of external legal services Oversee implementation of EU General Data Protection Regulation within the BA and carry out Data Privacy Impact Assessments Draft contracts for each WMM project Prepare Annual Governance Statement including 2018/19 Action Plan Refresh BA Code of Corporate Governance, corporate policies and procedures (Peer Review actions) Review Strategic Risk Register and Strategic Partnerships Register Provide Company Secretary duties for Whitlingham Charitable Trust
CE6	External funding and capacity building [9.3]	<p>[BA strategic priority]</p> <p>Produce external funding and capacity building strategic framework</p> <p>Direct Authority's participation in National Park Partnerships (NPP) activity</p>
CE7	Asset management [multiple BP refs incl. 6.2 network provision of riverside facilities]	<p>Monitor BA owned assets including negotiations of leases/additions/disposals, and maintain assets database</p> <p>[Assist in processes for Acle Bridge site development – see OD8]</p>

Expenditure

Expenditure Chief Executive's Group 2018/19			
Item by section	National Park Grant	Navigation	Consolidated
CE Management	67,736	44,354	112,090
Finance & Insurance	192,200	169,960	362,160
Asset Management	45,132	69,948	115,080
Legal	80,543	28,127	108,670
Governance	50,886	25,064	75,950
Members	32,695	16,105	48,800
Head Office	180,122	73,571	253,693
Total	649,314	427,129	1,076,443

Operations Directorate

Our teams

The Operations Directorate covers Construction, Maintenance and Environment (CME), Ranger Services, Safety Management and Volunteer Services.

Activity for the CME team in 2018/19 is apportioned at 70% Navigation/30% National Park (20% conservation and 10% recreation). We report on our regular monitoring of CME and safety management to the Navigation Committee.

Ranger team apportionment remains at 60% Navigation/40% National Park. This reflects Ranger services support in running events and educational activities and in managing countryside sites that are part of the Broads' tourism infrastructure, including delivery of the Whitlingham Country Park Service Level Agreement with Whitlingham Charitable Trust. Ranger team work plans and priorities are agreed at area level according to local priorities.

Strategic priorities

Projects	Aims
Water Mills and Marshes landscape partnership scheme	Partnership projects implemented to agreed schedule
Acle Bridge site development	Site proposals developed for short term and longer term operations

Work plan (summary)

Operations Directorate		
	Work area [Broads Plan refs]	Priority actions
OD1	Lake restoration works [2.1]	[BA strategic priority: CANAPE project – see SD4]
OD2	Priority habitat site management [2.3, 5.5]	<p>Implement rotational habitat management programme on existing management agreement sites and BA owned land</p> <p>Work with NE to assess opportunities for new site management agreements where priority habitat can be enhanced</p> <p>Work with local reed and sedge cutters on solutions for ongoing commercial management on BA managed sites</p> <p>Identify and implement ecological enhancements within operational work sites that include fen, reed bed and wet grassland habitat</p>
OD3	Invasive non-native species management [2.4]	Implement programme of BA action to control invasive non-native species in identified priority areas
OD4	Dredging and sediment disposal [3.1, 3.2]	Carry out dredging works to achieve Waterways Specification in priority areas (including CANAPE project) in line with 5-year dredging programme (agreed Sept 2017)

OD5	Navigation water space maintenance, expansion and extension [4.1]	Work with Network Rail on their developing options for upgrading London to Norwich railway line and long-term strategy for Reedham and Somerleyton bridges
OD6	Aquatic plant cutting and tree and scrub management [4.2]	Review effectiveness of Tree and Bankside Management Plan and update plan Carry out annual tree and scrub management regimes and annual regime for aquatic plant cutting in navigation channels to agreed criteria, prioritizing removal of tree/scrub encroachment over and into the water causing navigation safety issues.
OD7	Safety and security for the navigation and boats [4.3]	Extend roll out of electronic condition monitoring system across Broads to include furniture and tree surveys, and allow for targeted maintenance according to priorities Carry out regular checks on facilities including moorings and countryside sites provided by BA and manage to agreed standards Implement updated Hire Boat Code local licensing conditions for implementation from April 2019 Carry out comprehensive marine and land hazard review to inform BA Port Marine Safety Code Management System Administer Hire Boat Licensing Scheme and compliance with Boat Safety Scheme
OD8	Acle Bridge site development [8.2]	[BA strategic priority] Manage processes to allow temporary onsite catering operation during 2018 Run architectural design competition for site proposals
OD9	Whitlingham Country Park [8.2]	Work with Arminghall Estates and Whitlingham Charitable Trust to develop opportunities at Whitlingham Country Park, to include site maintenance, water and vegetation management and recreation enhancements
OD10	Mutford Lock management and operation	Work on future of Tripartite Agreement between BA, Suffolk County Council and Sentinel Leisure following BA decision to sign Harbour Revision Order for Mutford Lock Carry out routine maintenance and design and cost detailed lock wall restoration work programme for consideration in 2018/19.
OD11	Water, Mills and Marshes [multiple objectives]	[BA strategic priority] Implement partnership projects to agreed schedule: <ul style="list-style-type: none"> • Monitor and report progress of scheme projects - Sept 2018/Mar 2019 • Submit quarterly claims to HLF – Apr/Jul/Oct/Jan Establish working group to review WMM legacy and produce initial report by end Mar 2019

OD12	Managing physical access points and routes, linked to visitor facilities [6.1]	Complete programme of moorings maintenance, to include repiling Hoveton Viaduct moorings and refurbishment of Herringfleet, Belaugh and St Benets Manage risk to public and staff, including development of health and safety policies, adopting management practices and completing monitoring checks Make sure all practical works completed are to Standard Environmental Operating Procedures with regular review of best practice and supporting environmental data
OD13	Network provision of riverside facilities [6.2]	Expand electric charging point network with new site at Neatishead
OD14	Volunteer Service [10.2]	Run Volunteer Service and implement Volunteer Strategy Action Plan incl. volunteering work parties, work experience placements and training schemes Complete roll out of modular volunteer training program Investigate and develop Volunteer Leader recruitment and training program Continue development of willow weaving skills with volunteers and engage with local communities at WCP. Review Communications Team/Volunteer Service work to increase awareness of volunteering. Hold Volunteer Celebration Day September 2018
OD15	Ranger Services	Complete two adjacent waters surveys and increased tolls check events to monitor toll compliance Carry out navigation patrolling for safety and guidance to users and hold campaigns/events for Water Safety 'Wear It' campaign, Carbon Monoxide and Super Safety days. Collect data for GIS asset monitoring and management Develop social media use by Ranger Service and Broads Control to provide safety and other information
OD16	Operations administration/ support services	Provide administrative support to Directorate officers and committees/working groups

Expenditure

Expenditure Operations 2018/19			
Item by section	National Park Grant	Navigation	Consolidated
CME	614,372	1,554,338	2,168,710
Rangers	268,064	470,996	739,060
Safety	42,952	93,438	136,390
Volunteers	45,210	30,140	75,350
Management/ admin/ operational property	170,165	148,265	318,430
Total	1,140,763	2,297,177	3,437,940

Strategic Services Directorate

Teams

The Strategic Services Directorate includes Planning, Strategy and Projects, Human Resources, Communications, ICT and Tolls.

Strategic priorities

Projects	Aims
CANAPE (management and delivery of Hickling Broad vision)	CANAPE project implemented to agreed schedule
Broadland Futures Initiative (Integrated flood risk management)	Profile raised on urgency to develop an integrated approach to flood risk management (Broads and coast)
Broadland catchment management	Catchment water and land management improved through on-site measures, advice and investment
Marketing, promotion and media relations	Broads National Park brand awareness raised in appropriate signage, interpretation, communications and marketing streams (including digital)
Agri-environment schemes (post-Brexit)	Proposals identified on agreed future of local agri-environment schemes post-Brexit

Work plan (summary)

Strategic Services Directorate		
Ref	Work area [Broads Plan objectives]	Priority actions
SD1	Strategy and project planning	[BA strategic priority] Identify proposals on agreed future of agri-environment schemes post Brexit Review and update Broads Biodiversity and Water Strategy and action plan Identify and fund projects through PDG process
SD2	Broadland Rivers Catchment Plan incl. whole farm water management [1.1, 1.2, 1.4, 2.2]	[BA strategic priority] Implement Catchment Plan small-scale local interventions and river enhancement projects Develop approach for revision of abstraction licences and advise EA on relevant applications
SD3	Climate change planning incl. integrated strategic approach to managing flood risk [1.3, 10.1, 10.2]	[BA strategic priority] Implement Broadland Futures Initiative work including roll out of stakeholder events

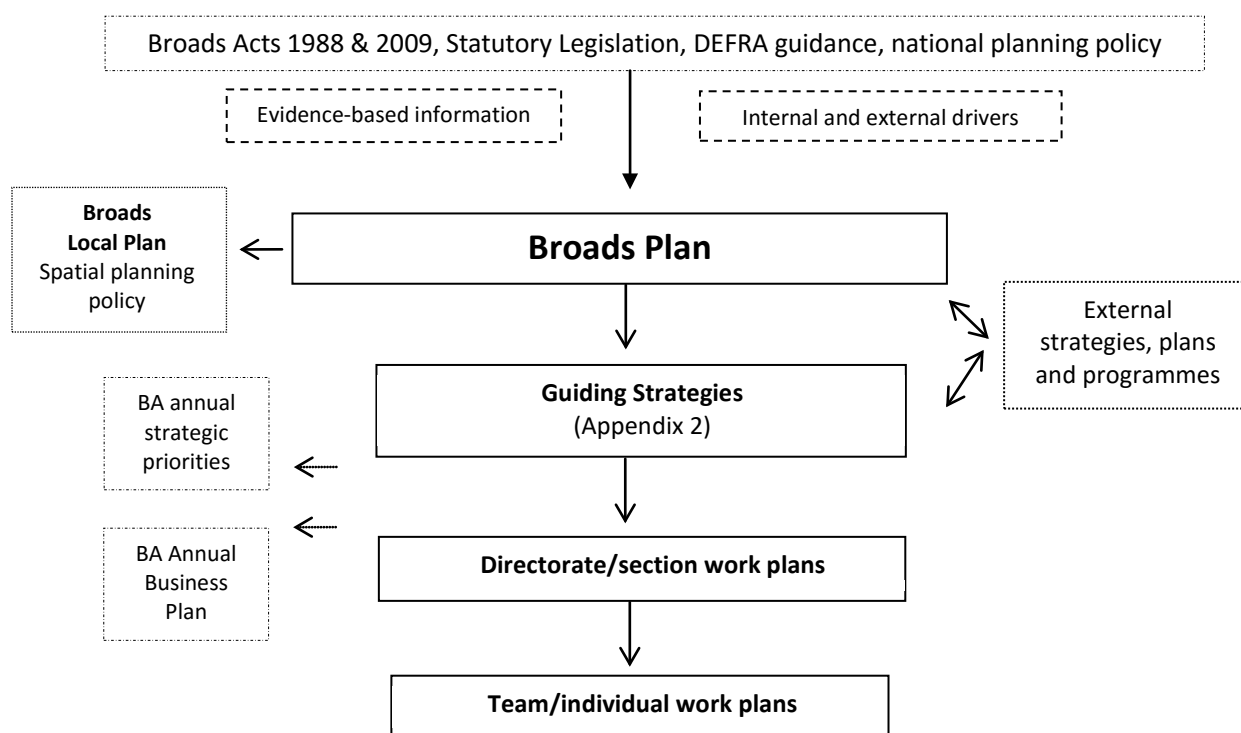
SD4	Lake restoration, maintenance and enhancement [2.1]	[BA strategic priority] Implement CANAPE project to agreed schedule
SD5	Priority habitat site management [2.3]	Practical management - see action OD2
SD6	Priority species and invasive non-native species management [2.4]	Develop species management initiatives for Barn Owl project, bats, fen raft spider
SD7	Landscape scale habitat initiatives [2.5]	Carry out fen management works as part of CANAPE project
SD8	Research and monitoring for biodiversity [2.6]	Carry out annual fen monitoring and water plant monitoring programmes
SD9	Landscape character and historic asset management [5.1, 5.2]	Adopt Conservation Area Appraisal for Somerton and revise appraisals for Ludham and Horning
SD10	Undergrounding wires programme [5.6]	Work through steering groups to influence and gain agreement and funding on improvement projects
SD11	Integrated physical access network [6.1, 6.2]	Review and update Broads Integrated Access Strategy (including moorings strategy) and implement annual action plan
SD12	Communications [7.1, 7.2, 7.3]	[BA strategic priority] Implement Broads National Park branding guidelines and action plan Promote Broads NP through: <ul style="list-style-type: none"> • NPUK Partnership, Broads Tourism, Discover England Fund, National Park Experiences project, and supporting BA-led projects incl. Water, Mills & Marshes and CANAPE • Events programme to include Norfolk Show, Broads Outdoors Festival, Gt Yarmouth Maritime Festival and Nature Festival Run TICs and yacht stations Promote BA/Broads National Park news and events through print and social media
SD13	Health and wellbeing [9.1]	Develop partner action plan on promoting opportunities to help people's health and wellbeing
SD14	Education [9.4, 9.5]	Implement Education Strategy annual action plan, including: <ul style="list-style-type: none"> • Development of Broads Curriculum with online resource pages • Work placement opportunities with local schools • John Muir Award scheme activities • Water Mills & Marshes educational activities

SD15	Development management Broads spatial planning policies and site specific allocations [8.1]	Submit draft Broads Local Plan to Secretary of State for examination in public and adoption Determine planning applications to national targets and provide free pre-application planning advice Investigate alleged breaches of Planning and Listed Building Consent including condition and s106 monitoring, and resolve breaches of control Carry out annual Customer Satisfaction Survey Complete internal procedures manual
SD16	Human Resources	Provide routine HR support services to BA staff including payroll & pension management Continue review of all HR policies, associated practices and documentation Carry out Investor in People assessment Prepare Workforce Development Plan Implement Equality Working Group actions Provide support for all recruitment needs incl. annual intake of apprentices
SD17	ICT	Provide routine ICT support services to BA staff Continue Site Check and Document Management System project and roll out Corporate priority projects: Tolls Online additional functionality, scope replacement HR system, software upgrade, and relocate, upgrade and test disaster recovery infrastructure Provide support to carry out GDPR action plan
SD18	Tolls	Collect and process toll income and prepare potential prosecutions
SD19	Strategy administration/ support services	Provide administrative support to Directorate officers and committees/working groups

Expenditure

Expenditure Strategic Services 2018/19			
Item by section	National Park Grant	Navigation	Consolidated
Planning	269,930	0	269,930
Comms incl. TICs and Yacht Stations	357,313	153,427	510,740
Strategy and Projects	533,221	73,149	606,370
HR & Staff Training	79,479	55,231	134,710
ICT	206,956	101,934	308,890
Tolls	0	134,180	134,180
Management/ admin	149,404	67,471	216,875
Total	1,596,303	585,392	2,181,695

Appendix 1: 'Golden thread' strategic framework



Appendix 2: Guiding strategies

The Broads Plan is the partnership strategy that sets the long-term vision and key objectives for the Broads. Under it are more detailed guiding strategies, generally focusing on a single theme and covering a shorter-term period. Table 3 shows those strategies where the Broads Authority has a key role. We report on their status in May and November each year alongside an update on the implementation of the Broads Plan.

Table 3: Guiding Strategies

Strategy	Scope	BA lead officer	Strategy lead	Status (May 2018)
Broads Plan	Partnership strategy for the Norfolk and Suffolk Broads	Director of Strategic Services	Broads Authority	Adopted April 2017; plan period 5-7 years. Review date: By 2022
Broads Local Plan	Spatial planning policy used in determining planning applications within the Broads Executive Area	Planning Policy Officer	Broads Authority	Under review. Plan due for adoption 2018; plan period to 2036. Current policies in place until new plan adopted.

Broads Biodiversity and Water Strategy	Implementing the National Biodiversity 2020 Strategy within the Broads	Senior Ecologist	Broads Conservation Partnership/ Broads Biodiversity Group	Adopted 2013 and 5-year action plan in place. Review date: 2018
Broadland Rivers Catchment Plan	Managing water quality and quantity across the Broadland Rivers Catchment	Catchment Partnership Officer	Broadland Catchment Partnership	Adopted 2014 and action plan under ongoing review.
Broads Climate Adaptation Plan	'Climate-smart' planning and adaptation, including flood risk management, for the Broads and wider area	Head of Strategy & Projects	Broads Climate Partnership	Adopted 2016. Linked plans in preparation (e.g. Integrated Flood Risk Management Approach)
Education Strategy for the Broads	Formal environmental education and wider outreach in the Broads	Education Officer	Broads Environmental Education Network	Adopted 2017 and 5-year action plan in place. Review date: 2022
Integrated Access Strategy for the Broads	Improving access facilities and links to and between land and water in the Broads, and wider access around the area	Senior Waterways & Recreation Officer	Broads Local Access Forum	Adopted 2013 and rolling 3-year action plan in place. Review date: 2018
Tourism Strategy and Destination Management Plan	Promoting and managing tourism within the Broads and wider 'area of tourism influence'	Head of Comms	Broads Tourism	Adopted 2016 and 5-year action plan in place. Review date: 2020
Volunteer Strategy for the Broads	Promotion, recruitment, training and administration of the Authority's Volunteer Service	Volunteer Coordinator	Broads Authority	Adopted 2017 and 5-year action plan underway. Review date: 2022
BA Financial Strategy	Managing the use of the Broads Authority's financial resources	Chief Financial Officer	Broads Authority	3-year rolling strategy, adopted annually in January.

Delivery Phase

Quarterly Report

Q1: 01/01/2018 to 31/03/2018

ID	Project Name	Report
1A	Celebrating the Landscape	<ul style="list-style-type: none"> • Neighbourhoods that work community lunch - 1st in September, walk along Weavers way and picnic at Lockgate mill (disconnected communities of Gt Yarmouth, young mums, pensioners, learning disabilities and immigrant communities) lonely people reconnecting run by GT Yarmouth Gt Places • St Georges youth theatre group Gt Yarmouth, horror / ghost story working with Time and Tide museum starting September, initially Saturday group trip into the landscape to get footage and inspiration performances Spring 2019 • Belona greenwood and Kaitlin Ferguson Arts council bid, for project over 4.5yrs. Working with youth offending team, Herring House hostel and Access Community trust neighbourhoods at work scheme. Visits to landscape and then arts related projects ranging from short films and animation to sculpture. • Exhibition at the Hostry, Norwich Cathedral in December 2019, call for artists out now and on the WMM website, briefing in June, working with professional curator – Project is a professional response to landscape 6 - 10 artists producing 2 to 3 pieces each • Waveney and Blyth arts, walk to Burgh castle and then art on site • Norfolk and Norwich Sonic Arts collective, soundscape podcast of train journey from Gt Yarmouth to Norwich.
1B1	Capturing the Landscape - Life on Marsh	<p>Oral histories online on the Wise Archive website. http://www.wisearchive.co.uk/archive/marshes/</p>
1B2	Capturing the Landscape - Millwright Archives	<p>Initial conversations with millwrights taken place. Visits planned for Summer 2018 to identify written and drawn resources available.</p>

1B3	Capturing the Landscape - Digital Ted	Access granted to original drawings from Ted. Accessed Ted Ellis database (1990's), slide collection and all Ted's Articles - EDP, Guardian, Mirror newspapers plus radio and film archives. Meeting in May to obtain more information and details. Potential for event to celebrate Ted's life near the end of the Scheme. Searching local archives to identify things in storage and what was destroyed by bombing of Norwich in WW2.
1C1	The changing Landscape - Mapping the Broads, NUA	3 NUA tutors underway with project work. Potential for creation of landscape drawings book by Neil Bousfield. Art Installation and associated interpretation for visitor to Wheat Fen by Glyn Brewerton.
1D	Halvergate Drama - the Drama of the Broads	First synopsis of Tide Jetty (working title) play from Tony Ramsay. Need to ensure integration with aims of project. Eastern angles identifying sites for performances. Looking for inspiration for next play, working with WiseArchive for stories and Claritie looking at how to take the play into schools in 2020.
2A	Gateways to the Broads	Met Catherine Hill at IdeasFactoryNUA. Static interpretation at Nicholas Everitt Park, Weavers Way, Wherryman's Way and Great Yarmouth Railway station. Web based content delivered to visitors using WMM Team's solar powered local Wi-Fi / Web servers. NUA keen on VR landscape interpretation from Doggerland to today at places of historical interest including short videos of landscape change.
2B	Going the Extra Mile	Project starts mid 2018
2C1	Improving Access: Waveney marsh observatories	Meeting with Beccles Town Council to explore sites for installation planned for July.
2C2	Improving Access: Angles way feeder pathways	Meeting with Beccles Town Council to explore routes for improvement planned for July
2C3	Improving Access: Broads Mill Trails	BA Recreation team working on route proposal. Norfolk County Council plans for improvement of footpath network to bridleway. Contacting landowners to obtain in principle permission for proposals.
2C4	Improving Access: Improving the View	Talking to Beccles Town Council to gain in-principle agreement for works. Second round application to be submitted to undergrounding steering group in June.
3A	Heritage construction skills training	Heritage Skills Training Supervisor recruited!! Sean Grimes started on 03/04/2018 Workshop at Horning set up, tools and equipment being purchased. Sean working with CCN tutors gaining understanding of capacity and capabilities CCN have produced CITB certified Heritage Skills Training module which students will start on in September. Interest from a few CCN students in the opportunities for carrying out work over summer to further their skills when not at college.

3B	Experience Days	12 schools totalling 620 pupils and 36 teaching staff attended roadshows delivered at schools. Broads experience trips scheduled for April.
3C	Broads National Park Awards	Project starting 2019 after schools attended experience days
3D	Broads Young Rangers	Project starting mid 2018
3E	People Engagement: RSPB	Project starting mid 2018
3E	People Engagement: NWT Upton	<p>EDP article to launch the Upton Wild Walks project. This was published on the 27 January (http://www.edp24.co.uk/features/norfolk-wildlife-trust-nwt-1-5363999). Recording cards have been produced and are available to download from the NBIS website (http://www.nbis.org.uk/wildwalks).</p> <p>Volunteer opportunities have been publicised in NWT's members' magazine 'Tern' and the local parish magazine and on Thorpe Marshes' Chris Durdin's Honeyguide website http://www.honeyguide.co.uk/thorpemarshes.htm</p> <p>Two posters promoting WildWalks have been created and distributed at both Thorpe Marshes and Upton.</p> <p>The first workshops are now planned 'Intro to WildWalks' at Upton Saturday 28th April 2018) and 'Dragonfly ID and survey' at Upton (led by Dr Pam Taylor – Date TBC)</p>
3E	People Engagement: NWT Thorpe	1st School engagement session carried out. Next session takes the school children out on to the marshes in April.
3E	Floating Classroom	Following meeting with HLF team, Simon Hooton and Will Burchnall setting up meeting with hire boat operators and users to discuss options for delivery of floating classroom and changing places facilities.
3F	Broad Knowledge	Project starts mid 2018
4A	The Chet Boat	Axe forging course at Granfors Bruk completed, IBTC now constructing forge at college and looking for materials, particularly grown oak crooks for stem and stern of the boat. Planned visit to York Archaeological Trust to view original Chet boat parts that are in preservation.
4B	Community Archaeology and Training Programme	1 planning meeting carried out and another scheduled for May at UEA.
4C1	Broads Hidden Heritage Aerial Perspectives	Starts 2019
4C2	Broads Hidden Heritage WWII Acle	Planning meetings carried out and site visits to pill boxes. Acle high school keen to get involved along with local scout groups. Lingwood school will get involved in site clearance and trail management. Lots of potential for interpretation including at the new Broads Authority Acle bridge site.

4C3	Broads Hidden Heritage Waterways and Waterside Heritage	Starts 2019
4C4	Broads Hidden Heritage Understanding the Marshes	Starts 2019
4D	Burgh Castle Almanac NAT project costs	Planning meetings and board meeting completed. Equipment purchased. First orientation meeting with people from Gt Yarmouth, Lowestoft and Beccles. 12 people involved - full turn out. Lots of excitement. 1st official session with facilitator for photography sessions employed by restoration trust 1st week in May.
4E	Land of the Windmills	Strumpshaw: Site file complete, awaiting permission to start from Landowners North Mill: Site files complete. Sean working with local brick merchants to identify volume of correct size / colour Norfolk Red bricks. Lime mortar / putty suppliers contacted, samples delivered for testing (assessed for colour, ease of use etc.) Bat survey tender out for quotes. Surveys to be carried out late spring / summer 2018.
5A	Broads Land Management	Staff recruitment underway
5B	Broadland Tales of the Past	New staff recruited at Norfolk FWAG
5C	Chedgrave Common Enhancements	Work planned to start 30 th April with Ragwort spraying prior to site grazing.
5C	Upton Grazing Marshes Improvement	Project starts mid 2018
5C	Wild Patches South Yare Wildlife Group	Website published
5D	Wild Energy Harvest	Assessing the PAS100 standard for compost and the going through procurement for the compost creation equipment. QD are interested in trialling some bags of compost to sell at their cherry lane garden centre. We hope to meet them to discuss this further. Working with volunteers to build a station to sell the bags from in the Suffolk Wildlife Trust car park at Carlton Marshes.
5E	Wetland Life	Camera traps are Go. Staff trial happening now, going live May 1st.
6A	A Grand for a Grand Idea	Grant application paperwork completed. Launching May 2018.

Strategic Direction: CANAPE Update
Report by CANAPE Project Manager

<p>Summary: The CANAPE project has begun implementation. The first Project Steering Group was held in April 2018, and work with partners on agreeing workplans and shared methodologies is ongoing and will soon be completed. Designs for Hickling Broad have been drawn up, and Authority officers have held a consultation event prior to submission of a planning application.</p> <p>Recommendation: That the report be noted.</p>

1 Background

- 1.1 The CANAPE (Creating A New Approach to Peatland Ecosystems) project was launched in October 2017 with a kick off meeting held in the Broads, with representatives from the partners around Europe.
- 1.2 The project is an international partnership between 14 organisations spread over Belgium, The Netherlands, Germany, and Denmark, with an overall budget of €5,545,105, of which the Broads Authority share is €1,459,016. 50% of the budget is covered by the European Regional Development Fund through the INTERREG North Sea Region programme. The Broads Authority is the Lead Partner, and has responsibility for overall management of the project.
- 1.3 The project is aimed at restoring bogs, fens and peatland lakes, and supporting the development of alternative wetland agriculture known as “paludiculture.” The partnership will be delivering investment in 4 bogs and 3 lakes, and seeking to develop a range of paludiculture products.
- 1.4 In the Broads, the project is supporting the dredging of areas within Hickling Broad and its marked channel to a depth of 1.5m, and using this material to create of a new area of reedswamp on the edge of the Broad in line with the Hickling Vision (see Appendix A for map showing location of work). The Broads Authority will also carry out a pilot to test the manufacture and marketing viability of biomass products from reed arisings. As part of promoting the benefits of healthy peatland, a “citizen science” educational module will also be developed.

2 Progress

- 2.1 A kick off meeting with the project partners was held in Yare House during October 2017 and the CANAPE partners were taken on a tour of several sites

within the Broads Area as part of this meeting. A Project Manager with responsibility for the overall project was recruited and began work in early February 2018.

- 2.2 In its capacity as the Project Lead, the Broads Authority has signed the funding agreement with the North Sea Region Programme Authorities, and is finalising the wording of the partnership contract with the other project partners.
- 2.3 The first Project Steering Group meeting was held in the Netherlands in April 2018 between the representatives of partners of the project. This was hosted by the Waterschap Hunze en Aa's (the Water Board for the Provinces of Groningen and Drenthe).
- 2.4 At the meeting the partnership agreed several of the key project documents, and a timeline to complete the detailed workplan of the project. The partners also agreed on how to establish the common methodology for measuring the results of the project, including methods for establishing the amount of CO₂ equivalent and water stored in the areas restored by the project. This work is necessary to comply with the conditions of the funding.
- 2.5 At this event two Broads Authority officers received some training in a methodology called PCLake which is used by our partners. PCLake is a mathematical model developed to model the factors which cause a shallow lake to switch between a clear and a turbid state. This was identified as an interesting tool to help target interventions to improve water quality in the Broads. Further funding is now being explored outside CANAPE to access further training, and to have a full study carried out on four of the Broads.

2.6 Hickling Broad

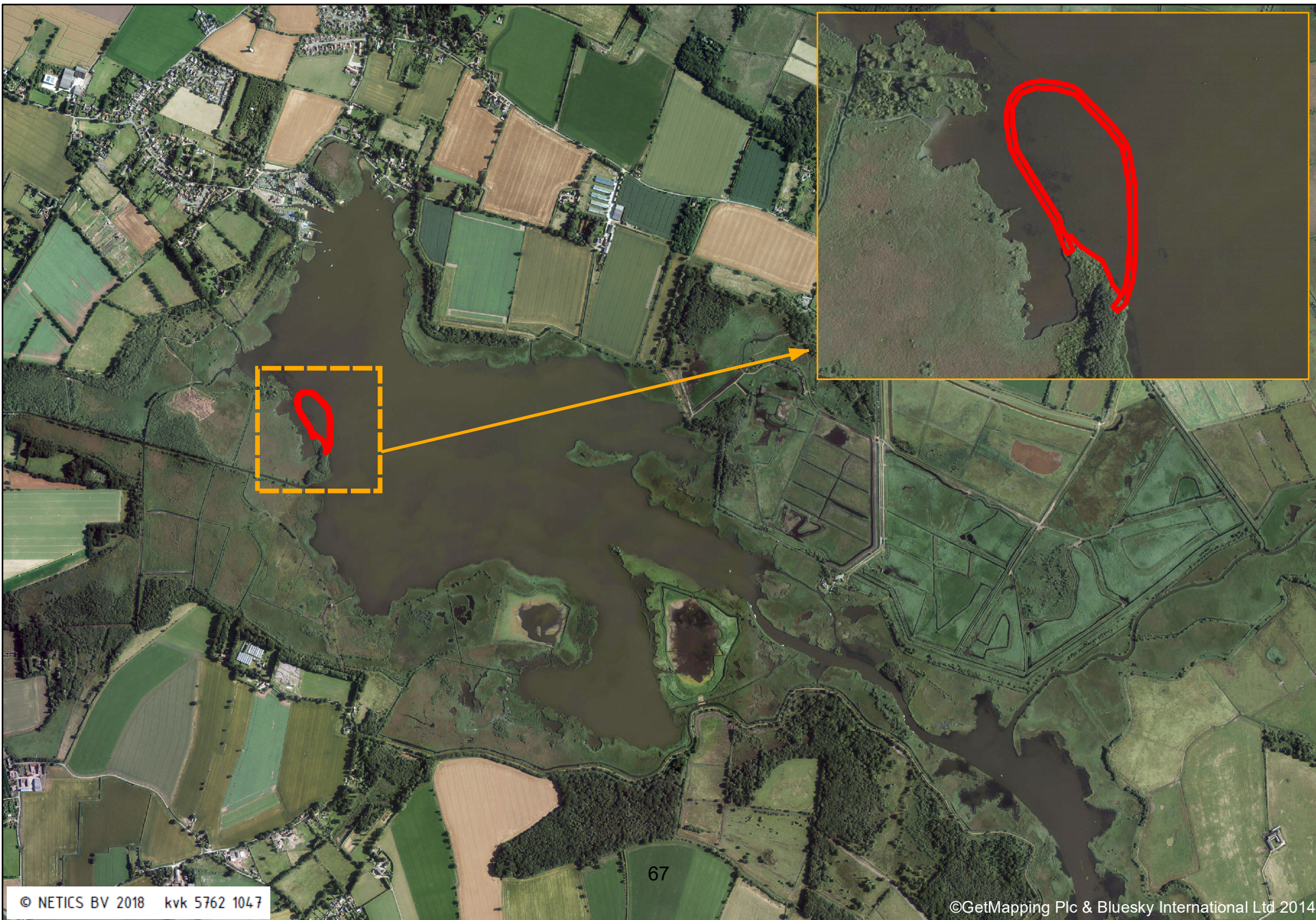
- 2.6.1 Fully costed proposals were sought for an engineering company to provide the designs for the reed-swamp area to be created at Hickling Broad. A Dutch design company, NETICS, have been appointed and have designed the scheme, which will be a similar approach to that being used at Hoveton Great Broad. The Construction, Maintenance & Environment team are in the process of seeking planning permission for this project. The project outcomes are to recreate 1.2 hectares of reedswamp; re-use approximately 18,000 m³ of sediment dredged from the marked channel in Hickling Broad; and create a sheltered area of open water to act as a wildlife refuge.
- 2.6.2 A pre-planning consultation event was held at Hickling Barn on the 26 April 2018, and was attended by 21 members of the public, including representatives of the Sailing Club and Windsurfing Club. The feedback given at the event for the proposed work was positive. Norfolk Wildlife Trust as landowner has agreed to the design and location of the work ahead of the planning application submission, which will be submitted in early May 2018.
- 2.6.3 The proposals for Hickling have also received coverage from the Eastern Daily Press, with an article published online and in the print version on 25

April 2018: “Restoration project aims to bring largest broad back to its former glory.”

3 Future Actions

- 3.1 Over the next few months the detailed workplan for the overall project will be finalised, and some revisions to the project application form that have been requested by the Programme Authorities will be submitted.
- 3.2 The first report will be written this summer, with the first financial claim submitted in the autumn.
- 3.3 The next partnership meeting is to be held in Germany in October 2018. As well as making decisions related to governance of the project, some workshops will focus on the paludiculture pilots being carried out by the project.
- 3.4 In the Broads, the plan is for the work on Hickling Broad to start this autumn, subject to planning permission being granted. The precise date when work can start would depend on the water temperature, as the current requirement is for work to take place only when water temperature is below 8 degrees to avoid *Prymnesium Parvum* risks. The objective for the first year of work is the construction of the outer perimeter, to be built out of geo-textile tubes filled with dredged sediment. Dredging will then continue over the following two winters, with the new reedswamp area completed by the spring of 2021.
- 3.5 Work on reed biomass and wider engagement on paludiculture in the Broads area will begin in the autumn of 2019. A tender specification is being drafted to produce some market research and provide support for marketing the products.

Background papers:	N/A
Author:	Harry Mach
Date of report:	3 May 2018
Broads Plan Objectives:	(2.1, 2.3, 4.1)
Appendices:	Appendix A – Project Area Location Map



Financial Performance and Direction
Report by Chief Financial Officer

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

Recommendation:

Section 2-7

- (i) That the income and expenditure figures and the draft year end position and timetable be noted.

Section 8

- (ii) That the recommended carry forward requests in 8.2 be approved and added to the 2017/18 budget as additional expenditure.

1. Introduction

- 1.1 This report covers two items, the Consolidated Income and Expenditure from 1 April 2017 – 31 March 2018 and the recommended carry forward requests.

2. Overview of Actual Income and Expenditure

Table 1 – Actual Consolidated I&E by Directorate to 31 March 2018

	Profiled Latest Available Budget	Actual Income and Expenditure	Actual Variance
Income	(6,486,595)	(6,571,613)	+ 85,018
Operations	3,419,425	3,332,392	+ 87,034
Strategic Services	2,223,435	2,167,156	+ 56,279
Chief Executive	1,075,358	1,067,231	+ 8,127
Projects, Corporate Items and Contributions from Earmarked Reserves	(134,200)	(65,473)	- 68,727
Net (Surplus) / Deficit	97,423	(70,308)	+ 167,731

- 2.1 Core navigation income is above the profiled budget at the end of month twelve. The overall position as at 31 March 2018 is a favourable variance of £167,731 or 172.17% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £77,441 within toll income:

- Hire Craft Tolls £42,732 above budget.
- Private Craft Tolls £30,213 above budget.
- Short Visit Tolls £4,016 above budget.
- Other Toll Income £480 above budget.
- A favourable variance within Operations budgets relating to:
 - Construction and Maintenance Salaries is under budget by £46,634 due to a number of vacancies this year.
 - Water Management is under budget by £12,913 due to additional income being received for works at Whitlingham Country Park in March.
 - Land Management is under budget by £26,481 due to additional income being received from management agreements and the Rural Payments Agency.
 - Practical Maintenance is over budget by £25,314 due to the purchase of Acle Bridge.
 - Safety is over budget by £17,933 due to the accelerated purchase of a written off pool vehicle. This was funded from the Plant, Vessels and Equipment earmarked reserves.
 - Premises is under budget by £40,414 due to delays on the Dockyard wet shed repairs. A carry forward request has been made for some of this underspend (see table 5 for further details).
- A favourable variance within Strategic Services budgets relating to:
 - Strategy and Projects is under budget by £42,371 due to additional income being received for Self-build, Custom build and Brownfield registers from DCLG in March. All of this additional income has been transferred to the Planning Delivery Grant Reserve to help fund future Planning Policy.
 - Human Resources is under budget by £18,232 due to an underspend within staff training and a small amount of additional income. A carry forward request has been made for the additional income (see table 5 for further details).
 - Visitor Centres and Yacht Stations is under budget by £18,790 due to salary savings and additional income being received.
 - ICT is over budget by £47,520 due to the creation of the Computer Software Reserve. This is to reduce the pressure on future years budgets when expensive software requires replacement. Annual contribution for future years will need to be considered at the next budget setting.
 - Strategic Services Management and Administration is under budget by £14,695 due to a previous vacancy.
- A favourable variance within Chief Executive budgets relating to:
 - Asset Management is under budget by £27,949 due to additional income and savings on the property contract.
- An adverse variance within Project, Corporate Items and contributions from earmarked budgets relating to:
 - Apprenticeship Levy is under budget by £15,092 due to the employer allowance of £15,000.
 - The Planning Delivery Grant Reserve variance is due to the additional income received from DCLG and the cost of the Local Plan inspection being transferred to 2018/19.

- The Premises Reserve variance is due to the delays on the Dockyard wet shed repairs.
- 2.2 The charts at Appendix 1 provide a visual overview of actual income and expenditure compared with both the original budget and the LAB.

3. Latest Available Budget

- 3.1 The Authority's income and expenditure is being monitored against the latest available budget (LAB) in 2017/18. 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. Details of the movements from the original budget are set out in Appendix 2.

Table 2 – Adjustments to Consolidated LAB

	Ref	£
Original budget 2017/18 – deficit	Item 12 27/01/17 (BA)	41,178
Peer review budget	Item 17 24/03/17 (BA)	25,000
Approved budget carry-forwards	Item 11 19/05/17 (BA)	31,245
LAB at 31 March 2018 – deficit		97,423

4. Overview of Forecast Outturn 2017/18

- 4.1 Budget holders have been asked to comment on the expected expenditure at the end of the financial year in respect of all the 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	£
Forecast outturn deficit per LAB	97,423
Previously reported adjustments 16/03/18	(158,802)
Forecast outturn surplus as at 31 March 2018	(61,379)

- 4.2 This represents a favourable variance of £8,929 between the forecast outturn and the actual. This is a result of additional income being received at the end of the financial year.

5. Reserves

- 5.1 The table below takes account of the year end adjustments of interest and the creation of the Computer Software Reserve. This reserve has been set up to help fund the replacement of Microsoft Office in 2018/19 and other programmes as they become due.

Table 4 – Consolidated Earmarked Reserves

	Balance at 1 April 2017	In-year movements	Current reserve balance
	£	£	£
Property	(429,005)	(50,189)	(479,194)
Plant, Vessels and Equipment	(214,671)	12,517	(202,154)
Premises	(178,942)	30,518	(148,424)
Planning Delivery Grant	(194,908)	(32,269)	(227,177)
Upper Thurne Enhancement	(77,752)	(22,423)	(100,175)
Section 106	(109,020)	6,771	(102,249)
Heritage Lottery Fund	(92,936)	(20,583)	(113,519)
Catchment Partnership	(94,833)	(4,648)	(99,481)
CANAPE	0	(72,259)	(72,259)
Computer Software	0	(40,307)	(40,307)
Total	(1,392,066)	(192,872)	(1,584,939)

5.2. £641,986 of the current reserve balance relates to navigation reserves.

6 Summary

6.1 The figures above will be the basis of the draft Statement of Accounts and include the year end adjustments. This includes an additional adjustment to create a provision of £15,880 to cover the cost of six years' worth of tax and NI due to HMRC on expenses that is likely to become payable in 2018/19. The calculation does not include any fines. The surplus on the national park side is £19,815 and £50,493 on navigation, resulting in a consolidated surplus of £70,308. After the year end adjustment for interest to the earmarked reserves the general fund reserve is £1,058,321 and the navigation reserve is £367,662. This means that the navigation reserve sits above the recommended 10% at 11.5% of net expenditure at the end of 2017/18.

7 Statement of Accounts

7.1 The timetable for the preparation of the Authority's Statement of Accounts is dictated by the requirements of The Accounts and Audit (England) Regulations 2015. This years timetable is as follows:

- Chief Financial Officer to sign off the completed accounts by the 25 May 2018

- External Audit (Ernst and Young) to undertake the onsite audit work by 8 June 2018
- Financial Scrutiny and Audit Committee to scrutinise the accounts on 24 July 2018, and to recommend them for approval to the Full Authority, subject to any suggested amendments
- Broads Authority to consider and formally adopt the audited accounts at its meeting on 27 July 2018.

8 Carry Forward Requests

8.1 Budget holders who have not fully spent their individual budget allocations can request any underspends are carried forward and added to their 2018/19 budget allocation. These requests are then reviewed by Management Team prior to requesting member approval. Requests to Management Team must relate to either:

- projects already underway but which have been delayed by external events;
- or ring-fenced income which has been provided by third parties and is earmarked for specific purposes.

8.2 Details of all the 2017/18 carry forward requests are set out in the table below.

Table 5 – Carry Forward Requests

Budget Line	National Park	Navigation	Total	Reason for carry-forward request
	£	£	£	
Premises	7,260	16,940	24,200	Delays due to snow, high water and UK PowerNetworks moving the power supply has meant the Dockyard Billet was not completed by the end of the year.
Premises Reserve	-7,260	-16,940	-24,200	Year end reserve balance was higher than indicated in the budget due to delay.
Human Resources	919	639	1,558	Ring-fenced income for Apprenticeship training received in February which can only be spent on apprentice training.
Total	919	639	1,558	

8.3 If members agree the carry forwards the 2018/19 Latest Available Budget (LAB) will be as follows:

Table 6 – 2018/19 LAB

	National Park	Navigation	Consolidated
	£	£	£
Income	(3,363,848)	(3,338,300)	(6,702,148)
Operations	1,161,554	2,364,086	3,525,640
Strategic Services	1,623,147	586,031	2,209,178
Chief Executive	649,315	427,128	1,076,443
Corporate Items and contributions from Earmarked Reserves	383	(35,508)	(35,125)
Net (Surplus) / Deficit	70,551	3,437	73,988
Opening Reserves	(1,058,321)	(367,662)	(1,425,983)
(Surplus) / Deficit	70,551	3,437	73,988
Interest transferred to earmarked reserves	3,750	3,750	7,500
Closing Reserves	(984,020)	(360,475)	(1,344,495)
Reserves as a % of net expenditure	28.7%	10.8%	19.8%

Background papers: None

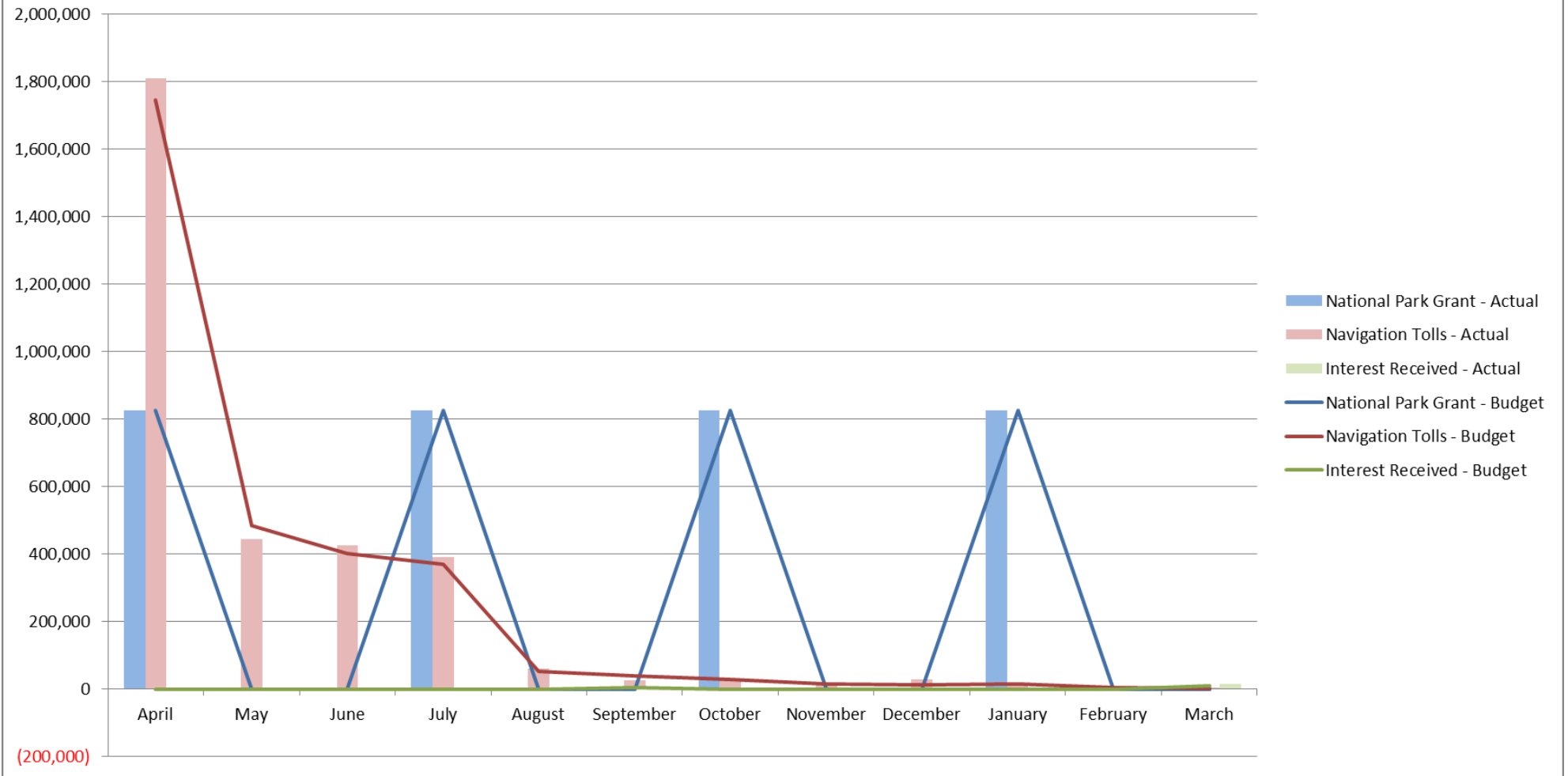
Author: Emma Krelle

Date of report: 8 May 2018

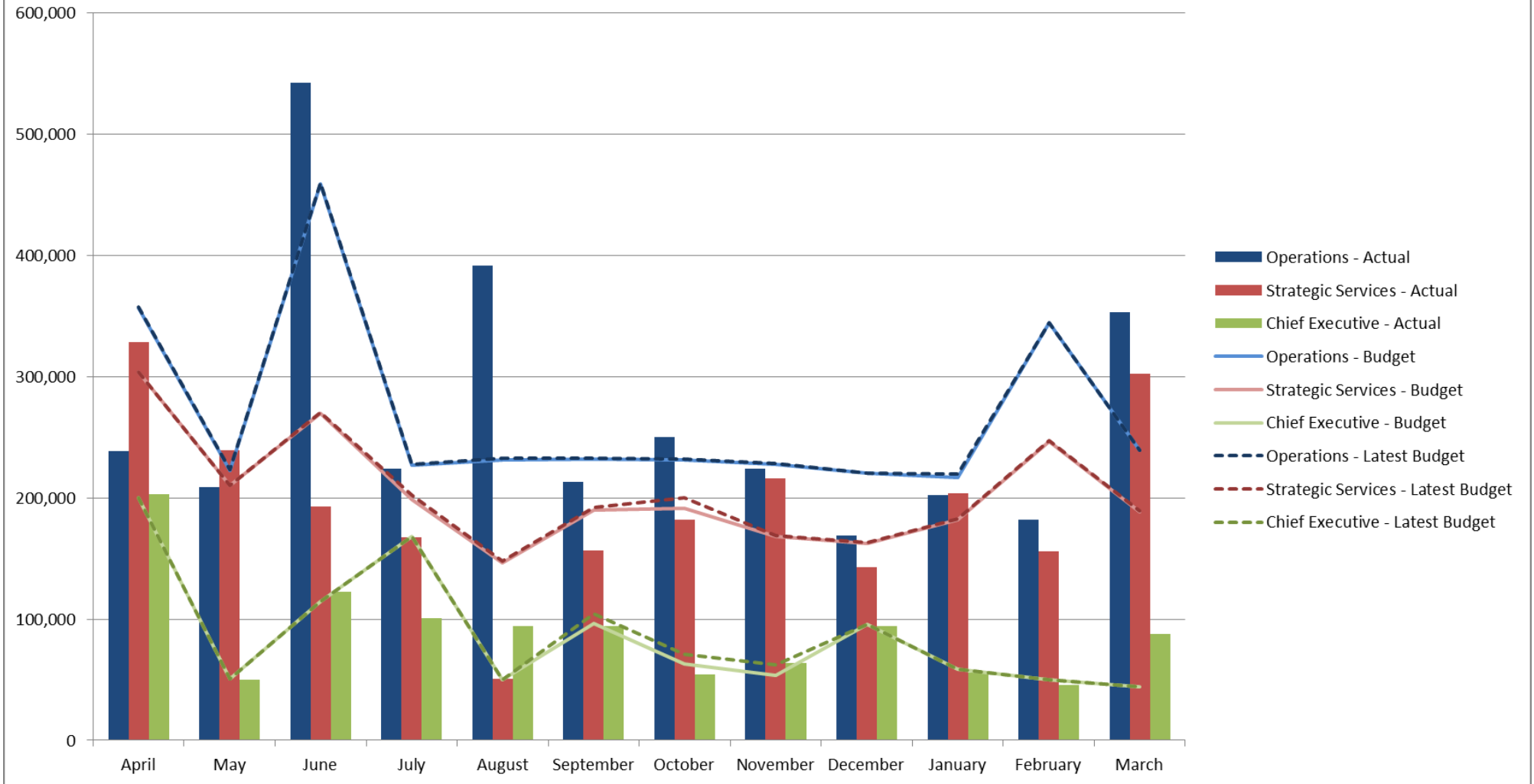
Broads Plan Objectives: None

Appendices: APPENDIX 1 – Consolidated Actual Income and Expenditure Charts to 31 March 2018
APPENDIX 2 – Financial Monitor: Consolidated Income and Expenditure 2017/18

Consolidated Actual Core Income against Original Budget



Consolidated Net Actual Expenditure against Original and Latest Budget



To 31 March 2018

Budget Holder (All)

Values					
Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Income	(6,486,595)		(6,486,595)	(6,564,827)	78,232
National Park Grant	(3,299,595)		(3,299,595)	(3,299,595)	0
Income	(3,299,595)		(3,299,595)	(3,299,595)	0
Hire Craft Tolls	(1,073,400)		(1,073,400)	(1,116,132)	42,732
Income	(1,073,400)		(1,073,400)	(1,116,132)	42,732
Private Craft Tolls	(2,040,000)		(2,040,000)	(2,070,500)	30,500
Income	(2,040,000)		(2,040,000)	(2,070,500)	30,500
Short Visit Tolls	(39,800)		(39,800)	(39,800)	0
Income	(39,800)		(39,800)	(39,800)	0
Other Toll Income	(18,800)		(18,800)	(18,800)	0
Income	(18,800)		(18,800)	(18,800)	0
Interest	(15,000)		(15,000)	(20,000)	5,000
Income	(15,000)		(15,000)	(20,000)	5,000
Operations	3,410,265	9,160	3,419,425	3,403,425	16,000
Construction and Maintenance Salaries	1,168,140		1,168,140	1,117,140	51,000
Income	(4,420)		(4,420)	(4,420)	0
Salaries	1,172,560		1,172,560	1,121,560	51,000
Expenditure			0		0
Equipment, Vehicles & Vessels	497,500	4,000	501,500	501,500	0
Income			0		0
Expenditure	497,500	4,000	501,500	501,500	0
Water Management	147,500		147,500	147,500	0
Income			0		0
Expenditure	147,500		147,500	147,500	0
Land Management	(36,000)		(36,000)	(36,000)	0
Income	(90,000)		(90,000)	(90,000)	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Expenditure	54,000		54,000	54,000	0
Practical Maintenance	433,200	2,565	435,765	465,765	-30,000
Income	(10,500)		(10,500)	(10,500)	0
Expenditure	443,700	2,565	446,265	476,265	-30,000
Ranger Services	698,790	7,300	706,090	706,090	0
Income	(127,130)		(127,130)	(127,130)	0
Salaries	623,420	7,300	630,720	630,720	0
Expenditure	202,500		202,500	202,500	0
Pension Payments			0		0
Safety	119,590		119,590	126,590	-7,000
Income	(9,000)		(9,000)	(2,000)	-7,000
Salaries	64,090		64,090	64,090	0
Expenditure	64,500		64,500	64,500	0
Volunteers	68,800		68,800	66,800	2,000
Income	(1,000)		(1,000)	(1,000)	0
Salaries	49,800		49,800	49,800	0
Expenditure	20,000		20,000	18,000	2,000
Premises	198,170	(8,650)	189,520	189,520	0
Income	(20,000)		(20,000)	(20,000)	0
Expenditure	218,170	(8,650)	209,520	209,520	0
Operations Management and Administration	114,575	3,945	118,520	118,520	0
Income	(3,465)		(3,465)	(3,465)	0
Salaries	105,540	3,945	109,485	109,485	0
Expenditure	12,500		12,500	12,500	0
Strategic Services	2,206,055	17,380	2,223,435	2,203,955	19,480
Development Management	255,270	2,850	258,120	258,120	0
Income	(80,000)		(80,000)	(80,000)	0
Salaries	308,770		308,770	308,770	0
Expenditure	26,500	2,850	29,350	29,350	0
Pension Payments			0		0
Strategy and Projects Salaries	427,155		427,155	437,745	-10,590

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Income	(3,500)		(3,500)	(14,090)	10,590
Salaries	307,155		307,155	317,745	-10,590
Expenditure	123,500		123,500	134,090	-10,590
Strategy and Projects			0		0
Expenditure			0		0
Biodiversity Strategy	10,000	400	10,400	10,400	0
Income			0		0
Expenditure	10,000	400	10,400	10,400	0
Human Resources	130,590	1,000	131,590	131,590	0
Income			0		0
Salaries	71,090		71,090	71,090	0
Expenditure	59,500	1,000	60,500	60,500	0
Waterways and Recreation Strategy	85,920		85,920	85,920	0
Salaries	76,420		76,420	76,420	0
Expenditure	9,500		9,500	9,500	0
Project Funding	105,500		105,500	105,500	0
Income			0		0
Expenditure	105,500		105,500	105,500	0
Pension Payments			0		0
Communications	328,330	13,130	341,460	341,460	0
Income	(4,120)		(4,120)	(4,120)	0
Salaries	257,950		257,950	257,950	0
Expenditure	74,500	13,130	87,630	87,630	0
Pension Payments			0		0
Visitor Centres and Yacht Stations	214,070		214,070	196,070	18,000
Income	(237,500)		(237,500)	(245,000)	7,500
Salaries	319,570		319,570	309,070	10,500
Expenditure	132,000		132,000	132,000	0
Collection of Tolls	128,550		128,550	131,930	-3,380
Salaries	115,850		115,850	119,230	-3,380
Expenditure	12,700		12,700	12,700	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
ICT	304,860		304,860	301,810	3,050
Salaries	181,360		181,360	181,360	0
Expenditure	123,500		123,500	120,450	3,050
Strategic Services Management and Administration	215,810		215,810	203,410	12,400
Income	(1,525)		(1,525)	(1,525)	0
Salaries	142,470		142,470	130,070	12,400
Expenditure	74,865		74,865	74,865	0
Chief Executive	1,045,653	29,705	1,075,358	1,055,858	19,500
Legal	106,980		106,980	106,980	0
Income			0		0
Salaries	46,980		46,980	46,980	0
Expenditure	60,000		60,000	60,000	0
Governance	124,440	25,000	149,440	149,440	0
Salaries	72,540		72,540	72,540	0
Expenditure	51,900	25,000	76,900	76,900	0
Chief Executive	110,970		110,970	110,970	0
Salaries	110,970		110,970	110,970	0
Expenditure			0		0
Asset Management	119,890	4,705	124,595	105,095	19,500
Income	(22,220)		(22,220)	(24,220)	2,000
Salaries	52,360	(3,945)	48,415	48,415	0
Expenditure	89,750	8,650	98,400	80,900	17,500
Finance and Insurance	341,680		341,680	341,680	0
Income	(6,490)		(6,490)	(6,490)	0
Salaries	148,170		148,170	148,170	0
Expenditure	200,000		200,000	200,000	0
Premises - Head Office	241,693		241,693	241,693	0
Income			0		0
Expenditure	241,693		241,693	241,693	0
Projects and Corporate Items	126,800		126,800	159,490	-32,690
Partnerships / HLF	50,000		50,000	97,690	-47,690

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Income	(45,736)		(45,736)	(56,096)	10,360
Salaries	23,945		23,945	34,305	-10,360
Expenditure	71,791		71,791	119,481	-47,690
Corporate Items	76,800		76,800	61,800	15,000
Expenditure	16,800		16,800	1,800	15,000
Pension Payments	60,000		60,000	60,000	0
Contributions from Earmarked Reserves	(261,000)	0	(261,000)	(319,280)	58,280
Earmarked Reserves	(261,000)	0	(261,000)	(319,280)	58,280
Expenditure	(261,000)	0	(261,000)	(319,280)	58,280
Grand Total	41,178	56,245	97,423	(61,379)	158,802

Standing Orders relating to Contracts
Report by Chief Financial Officer

Summary: This report provides Members with the updated Standing Orders relating to contracts and the annual summary of instances where they have been waived by the Chief Executive during 2017/18.

Recommendations:

- (i) That the amendments to the Standing Orders relating to contracts be approved.
- (ii) To note the annual report of instances where Standing Orders have been waived.

1. Introduction

- 1.1 The Authority's Standing Orders relating to Contracts provides guidelines to staff and the processes that need to be followed when procuring goods or services. These were last reviewed in 2015 and it is recommended that these are reviewed at periods not exceeding 3 years. The second part of the report provides details where the Chief Executive authorised a waiver of Standing Orders during 2017/18. Waiver 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.
- 1.2 It has previously been agreed that any waivers will be reported on an annual basis, after the end of each financial year.

2. Amendments to Standing Orders relating to Contracts

- 2.1 All procurement for public bodies is governed by legislation (The Public Contracts Regulation 2015) which brought into UK law the EU Public Contracts Directive. The Authority's Standing Orders relating to Contracts are designed to translate this legislation into processes for staff to follow.
- 2.2 The review undertaken has considered the above legislation and best practice. The aim has been to make the document easier to follow including the processes that are required to undertake procurement (including publishing opportunities over £25,000 on contract finder), update EU limits and amendments to out of date job titles. Changes are highlighted in the appendix in track changes.

2.3 An area that often causes the most confusion is where a waiver of standing orders is required. The internal form used by staff does not make it clear as to what the Chief Executive can approve before committee consultation is required. As part of the tidying up process it is proposed to include on the form that the Chief Executive can approve waivers where budgetary provision already exists up to a value of £150,000 or 10% extension of an existing contract. Where budgetary provision does not exist or it exceeds these amounts then these will require committee approval. It should be noted that a waiver is an exception not the norm.

3. Waivers Authorised During 2017/18

3.1 Three separate waivers to Standing Orders were authorised during the year with two approved by the Authority and only one approved by the Chief Executive. This is summarised in the table below, the cost is exclusive of VAT.

Ref	Details of Contract	Supplier	Amount (£)
A	To repair Ludham Bridge fendering	GT Rochester Plant Ltd	26,400

3.2 Further details of the individual contract and the reason for waiving Standing Orders is set out below:

A **Competitive quotations not sought due to urgency.** Works previously undertaken by County had meant larger vessels could not pass under the bridge. With activities planned for the larger sailing wherries at the end of February work was urgently required. Due to the time limits in County's own contractor approval it was agreed that the Authority would contract the supplier and recharge in full to County. GT Rochester was the only contractor available and had previously undertaken works to the Authority's required standard. The most recent being Turn Tide Jetty.

4 Summary

4.1 There were fewer waivers approved by the Chief Executive in 2017/18 compared to the four in 2016/17. The two waivers considered by the Authority (January and March 2018) were the construction of the Chet Boat and the National Park Experience business support. All approved waiver requests were considered to be justified and on the grounds of achieving the best outcome for the Authority at the best possible price.

Background Papers: None

Authors: Emma Krelle

Date of Report: 30 April 2018

Broads Plan Objectives: None

Appendices: Appendix 1 – Standing Orders Relating to Contracts

Broads Authority
Standing Orders Relating to Contracts

NOTE: These Standing Orders should be read in conjunction with the “Standard Terms for Contracts” which provide standard wording for use in tender documentation. All tenders ~~should~~ **must** be reviewed by the ~~Head of Finance~~ **Chief Financial Officer or**, Financial Accountant ~~or~~ **and the** appropriate Director prior to being issued. For advice on the legal aspects of tenders, the Authority’s Solicitor **and Monitoring Officer** should be consulted.

Application and Exceptions

1. Purpose of Standing Orders

The overall purpose of these Standing Orders is as follows:

- (a) to ensure transparency and fairness in the procurement of works, supplies and services;
- (b) to ensure that the Authority gets best value from its procurements; and
- (c) to protect those involved in the procurement process.

2. Duty to Achieve Best Value

Every contract or official order ~~made~~ for works, supply ~~and disposal of goods, materials~~ and services ~~made by the Authority~~ must be for the ~~purchase purpose~~ of achieving the Authority’s statutory and approved objectives and must ~~be in accordance with the Authority’s duty of~~ **ensure Bbest Vvalue**, to secure continuous improvement in the exercise of all its functions, having regard to a combination of economy, efficiency and effectiveness.

3. Application

- (a) These Standing Orders apply to every contract made by or on behalf of the Authority except contracts for:
 - (i) the acquisition or disposal of any interest in land; or
 - (ii) insurance or the lending or borrowing of money; or
 - (iii) the employment of any employee.

- (b) The engagement of consultants and other professional advisers must be in accordance with these Standing Orders unless the Authority or appropriate committee, or the Chief Executive in consultation with the Chairman (or in the Chairman's absence Vice-Chairman) of the appropriate committee, directs otherwise.

4. Compliance with European ~~Commission-Union~~ (EGU) Directives

Every contract must comply with the EGU Treaty and with any relevant directives of the EGU for the time being in force in the United Kingdom. These Standing Orders have effect subject thereto.

5. General Exemptions

- (a) The Authority or the appropriate committee may authorise exemption from any of the following provisions of these Standing Orders where they are satisfied that the exemption is justified in special circumstances.
- (b) The Chief Executive may authorise exemption from any of the following Standing Orders by certifying that there is an extreme emergency.
- (c) Every exemption authorised under these Standing Orders must be reported to the Authority and the report must specify the emergency or other special reason justifying it.

6. Specific Exemptions

Quotations or tenders need not be invited in the case of a contract:

- (a) for the supply of goods or services where there is only one or two suppliers and no acceptable alternative;
- (b) for goods or materials to be purchased at an auction or second hand;-
- ~~(b)~~(c) or for goods or services to be purchased through any consortium, association or similar body (including the other UK National Parks) of which the Authority is a member, or under any other framework arrangement not negotiated by the Crown Commercial Services (CCS) for the benefit of public bodies;
- ~~(e)~~(d) for works of art, museum specimens or historical documents;
- ~~(d)~~(e) which constitutes an extension of an existing contract (such an extension to be approved by the Chief Executive in cases where the variation is up to 10% ~~per cent~~ of the original price; above that figure extensions can only be approved by the appropriate committee);
- ~~(e)~~(f) for the execution of work or for the supply of goods or materials certified by the Chief Executive as being required so urgently as to preclude the invitation of quotations or tenders;

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(f)(g) (except where it is readily practicable to invite quotations or tenders) for repairs to, or the supply of, parts of existing proprietary or patented articles, including machinery or plant;

(g)(h) for which it is not considered reasonably practicable in the Authority's interest so to do, subject to a report to the Broads Authority or appropriate committee;

(h)(i) on behalf of another body for which the Authority is acting as agent, provided any rules or standing orders of that body are complied with; or

(i)(j) where the Authority is undertaking work in partnership with another public sector organisation, and the work is being funded either entirely or more than 50% by that organisation, the Authority need not necessarily seek competitive quotations or tenders if that other organisation or another public body has already undertaken such a process, subject to the Authority being satisfied that the process was fair and robust and that the expenditure represents good value in the use of public money.

Pre-Estimate

7. Before any procurement is begun the [Chief Executive budget holder \(within their authorised limits\)](#) must estimate the value of the contract [in order to determine which procurement route should be followed](#).

8. Hire of Goods or Services for an Indeterminate Period

(a) In the case of contracts for:

(i) the hire of goods for an indeterminate period; or

(ii) the provision of services for a period in excess of four years or for an indeterminate period;

the estimated value ~~of the for both these type of -contracts for these Standing Orders-~~ must be the estimated monthly costs multiplied by 48 or, ~~where monthly costs are inapplicable,~~ the estimated annual cost multiplied by four.

(b) In the case of contracts for the supply of goods ~~(except for a hire in accordance with paragraph 8.(a)(i)) over a period of time~~ where the Authority enters into a series of contracts or a renewable contract, the estimated value of the contract is either:

(i) the aggregate value of similar contracts over the previous 12 months (adjusted for any known changes in demand);

(ii) the estimated value of similar contracts over the next 12 months; or

(iii) if the contract is for a definite term of more than 12 months, the estimated value for the period of the contract.

- (c) ~~Where a or by do not apply For all supplies, services and works not covered by paragraphs 8.(a) or 8.(b),~~ the estimated value for all supplies, services and works for the purpose of these Standing Orders must be the total estimated value ~~of the supplies, services or works to be supplied over will be~~ the period covered by the contract.
- (d) In the event that the contract estimate is incorrect and quotations are received which would have resulted in a different procurement process being applied, the procurement process should either be re-run following the appropriate process, or a Waiver of Standing Orders be completed, depending upon circumstances.

Contracts below £5,000

9. Where the estimated value of a contract is below £5,000, it is good practice but not mandatory to obtain more than one quotation.

Contracts of £5,000 and Above

10. Award and Evaluation Criterion

- (a) Before any quotations or tenders are sought where the estimated value of the contract is £5,000 or above, the Chief Executive budget holder (within their authorised limits) must decide and record the award criterion to be used when the quotations or tenders are received. This must be either:
- (i) the lowest price (where the Authority is to pay the supplier); or
 - (ii) the highest price (where the supplier is to pay the Authority); or
 - (iii) the most economically advantageous quotation or tender.
- (b) If the chosen award criterion is the 'most economically advantageous,' the Chief Executive must then decide and record in a list the evaluation criteria (in descending order of significance) upon which the quotations or tenders will be so evaluated. Normally it is recommended that At least 50% of the award criterion should be based on the price for the product or service. The award criteria should be weighted by percentage, and displayed in a grid, as set out in the following example.

Award Criteria	Weighting
Price	50%
Technical specification/expertise	20%
Trade references	10%
Timescale for completion of work	10%
Maintenance costs	10%
Total	100%

NOTE: The above is an example only for a service contract. Tenders must be drawn up carefully having regard to the needs of the particular project. ~~Where appropriate it is helpful to provide f~~urther guidance

on how each of the award criteria will be evaluated must be provided, to minimise as far as possible the element of subjectivity in the process.

- (c) The Chief Executive must notify all those invited to submit quotations or tenders which award criterion is being used in the case of the contract in question and, where applicable, the evaluation criteria.
- (d) For contacts below £25,000 the quotation which best meets the award criterion must be accepted, except where otherwise agreed in writing by the Chief Executive or a Director, stating why the quotation which best meets the award criterion has not been accepted.
- (e) ~~Where the quotation has been otherwise agreed above, these~~In such cases ~~this~~ will be reported to the Broads Authority or appropriate committee as an exception to Standing Orders.

Contracts Between £5,000 and £25,000

11. Quotations

Where the estimated value of the contract is between £5,000 and £25,000 inclusive the Chief Executive must, unless impracticable, invite at least three written quotations.

Contracts Above £25,000

12. Tenders

- (a) Where the estimated value of a contract exceeds £25,000 but is below the Official Journal of the EU (OJEU) limit, and in any other cases where the Authority or the appropriate committee determines, tenders must be invited in accordance with either one of Standing Order 13, 14, ~~or 15~~ or 16.

~~(b) In cases where the Authority does not intend to comply with one of Standing Order 13, 14 or 15, prior approval must be sought from the Authority or appropriate committee, or the Chief Executive in conjunction with the Chairman (or in the Chairman's absence Vice-Chairman) of the Authority or appropriate committee, setting out the reasons why it is not considered necessary or appropriate to comply with one of these Standing Orders on this occasion.~~

(b) If the estimated value of any contract is above the OJEU limit then legal advice must be sought regarding the procedures which will need to be followed in letting the contract as public notice limits increase in these circumstances. The threshold at January 2018 (net of VAT) for works contracts was £4,551,413 and for services and supply contracts (estimated over 48 months) £181,302.

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13. Open Tendering

- (a) This Standing Order applies where the tenders for a contract are to be obtained by open competition.

(b) At least 14 days public notice must be given in:

- (i) On contract finder and the Authority's website. Further notices can also be placed in other purchasing platforms such as the Crown Commercial Services and one or more relevant professional or trade list/source, ~~where this is not available in~~including or the local newspapers; and
- (ii) wherever the estimated value of the contract exceeds £100,000, in one or more newspapers or journals circulating among persons or bodies who undertake such contracts.

(c) The notice must state what the contract is for and where further details may be obtained, invite tenders for its execution and state the last date and time when tenders will be received.

14. ~~Restricted~~Selective Tendering - Ad Hoc List

(a) This Standing Order applies where the Authority or appropriate committee has decided that invitations to tender for a contract are to be made to some or all of those persons or bodies who have replied to a public notice.

(b) Public notice must be given:

- (i) On contract finder and the Authority's website. Further notices can also be placed in other purchasing platforms such as the Crown Commercial Services and in at least one or more relevant professional or trade list/source, ~~where this is not available in~~including or the local newspaper; and
- (ii) where the estimated amount or value of the contract exceeds £100,000, in at least one newspaper or journal circulating among such persons or bodies who undertake such contracts; and
- (iii) at the discretion of the Authority or appropriate committee to all or a selected number of persons or bodies named in the list maintained under Standing Order 15.

(c) The public notice must:

- (i) specify what the contract is for;
- (ii) invite interested persons or bodies to ~~apply for permissions~~submit a request to tender~~participate including information to be provided for selection~~; and
- (iii) specify a time limit, of at least 14 days, within which such applications must be submitted to the Authority.

(d) After the expiry of the period specified in the public notice invitations to tender for the contract must be sent to:

(i) at least three of the persons or bodies who applied for permission to tender, selected by the Chief Executive;

(ii) where fewer than three persons or bodies have applied or are considered suitable, those persons or bodies which the Chief Executive considers suitable.

(iii) Specify a time limit, of at least 14 days, within which full tenders must be submitted to the Authority.

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15. Selective-Restricted Tendering - Standing List

(a) This Standing Order applies where the Authority or appropriate committee has decided that invitations to tender for a contract are to be limited to those persons or bodies whose names are included in a list compiled and maintained for that purpose.

(b) This list must:

(i) be compiled and maintained by the Chief Executive;

(ii) contain the names of all persons or bodies who wish to be included and who are approved by the Authority or appropriate committee; and

(iii) indicate in respect of a person or body whose name is so included, the categories of contract and the maximum values or amounts in respect of those categories for which approval has been given.

(c) At least four weeks before a list is first compiled, notices inviting applications for inclusion in it must be published:

(i) On contract finder and the Authority's website. Further notices can also be placed in at least one relevant professional or trade list/source, where this is not available in including or the local newspaper; and must state the purpose of the list.

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(ii) include information that the persons or bodies must provide to be considered for selection; and

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(iii) specify a time limit, of at least 14 days, within which such applications must be submitted to the Authority

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~~(ii) in at least one newspaper or journal circulating among persons or bodies who undertake such contracts;~~

~~and must state the purpose of the list.~~

(d) The list must be amended as required from time to time and must be reviewed at intervals not exceeding three years. At least four weeks before each review, everyone on the list must be asked whether they wish to remain

there and notices inviting new applications for inclusion in the list must be published in the manner provided by paragraph 15.(c) of this Standing Order.

(e) At each review the list must be reported to the appropriate committee with particulars showing those invited to tender, those responding and those successful, since the last review.

(f) Invitations to tender for a contract must be sent to:

(i) at least three of those persons or bodies selected by the Chief Executive from among those approved for a contract of the relevant category and amount or value; or

(ii) where fewer than three persons or bodies are approved for a contract of the relevant category and amount or value, all those persons or bodies.

(ii) Specify a time limit, of at least 14 days, within which full tenders must be submitted to the Authority.

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16. Framework Arrangements

a) A Framework Arrangement is a formal tendered arrangement which sets out terms and conditions under which specific purchases can be made throughout the term of the agreement, and supplies, services or works are procured from the successful tenderer in predicted quantities at various times during the period that the agreement is in force.

b) The Crown Commercial Services (CCS) has already put together a number of frameworks that the Authority can access. These frameworks cover a wide variety of areas from postage, to vehicles and Insurance. The CCS have already tendered for these frameworks and the appropriate background checks completed. The individual frameworks provides details of the procedure to be followed.

c) If at any time the Authority proposes to enter into any other type of Framework Arrangement for the provision of goods or services, then legal advice must be sought in respect of the procedures which need to be followed in the awarding and letting of the contract.

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a) 17. Post-Tender Negotiations

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(a) The Chief Executive may (following the closing date for receipt of tenders but before acceptance of any tender) carry out post-tender negotiations to attempt to secure an improvement in the contract price or other conditions only in one or more of the following circumstances:

(i) where the lowest submitted tender or the most economically advantageous tender (where this is the award criterion) exceeds the estimated value of the contract;

- (ii) where the Chief Executive considers that the price of the lowest tender submitted ~~does not represent the best value for money that can reasonably be obtained abnormally low~~;
- (iii) where tenders have been invited only on the basis of unit prices or a schedule of rates and the lowest in aggregate is not the lowest on all items; or
- (iv) where the lowest submitted tender or the most economically advantageous tender (where this is the award criterion) contains conditions, trading terms, specification, performance, guarantees, or service delivery less favourable than in other tenders, or than stipulated for, and this defect appears capable of being remedied by post-tender negotiations.

(b) In carrying out Post Tender Negotiations, the Authority shall follow the procedures set out in the Appendix to these Standing Orders.

Tenders

b) 18. Invitations to Tenders

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- (a) Every invitation to tender must specify the latest day and hour and the place appointed by the Chief Executive for the receipt of tenders and must state the effect of Standing Order 187.
- (b) On receipt, envelopes containing tenders must be date and time stamped and kept by the Chief Executive until they are opened.
- (c) The invitation to tender should make clear that:
 - (i) tenders may be submitted electronically, on a CD or other appropriate media posted to the Authority in the supplied tender envelopes; and
 - (ii) tenders submitted by email ~~are not encouraged and will only~~ be accepted ~~only~~ when sent exclusively to tendersfinance@broads-authority.gov.uk with the subject clearly indicating ~~that they are for the attention of the Head of Finance,~~ the name of the tender, ~~and the closing date and time.~~ Any tenders not conforming to these requirements, or sent to an alternative email address, will be invalidated.

Field Code Changed

e) 19. Invalid Tenders

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- (a) An invalid tender must not be accepted, unless otherwise agreed by the Authority or appropriate committee, or by the Chief Executive in conjunction with the Chairman (or in the Chairman's absence Vice-Chairman) of the Authority or appropriate committee.
- (b) A tender will only be valid if it has been delivered to the place appointed by the Chief Executive not later than the appointed day and hour either sealed

in the pre-printed envelope provided by the Authority for this purpose or the tender mailbox.

- (c) A tender will not be valid if the envelope bears any name or mark indicating the sender.

e) 20. Opening of Tenders

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- (a) Tenders received under one of Standing Order 13, 14, ~~or 15~~ or 16 must be opened at the same time and only in the presence of at least two officers of the Authority designated for the purpose by the Chief Executive, one of whom must be ~~the a Director of Planning and Resources, Head of Finance~~ Chief Financial Officer or Financial Accountant. The officers present at the opening must sign and date a summary of tenders received.

- (b) Any tender received at the appointed place later than the day and hour specified under Standing Order 178 may be opened and recorded on the summary of tenders stating the circumstances. The tender must be rejected unless it is subsequently approved by the appropriate committee, or the Chief Executive in consultation with the Chairman (or in the Chairman's absence Vice-Chairman) of the Authority or appropriate committee.

- (c) The ~~Head of Finance~~ Chief Financial Officer must retain all tenders received, including any invalid tenders, and their envelopes for a period of two years from the return date. The accepted tender must be retained for six years after the final contract payment.

- (d) Any tender opened in error before the date and time set for opening tenders shall be immediately resealed and a record made of the event signed by the ~~Director of Planning and Resources and Head of Finance~~ Chief Financial Officer in the Register of Tenders held by the ~~Head of Finance~~ Chief Financial Officer.

- (e) If it is necessary to extend the date for receiving tenders, this shall be recorded by the ~~Director of Planning and Resources and Head of Finance~~ Chief Financial Officer in the Register of Tenders, setting out the reason for extending the deadline.

~~(f) — Any tender documents which are received electronically to the tender mailbox shall only be accessible by the Chief Financial Officer and the Financial Accountant. forwarded immediately to the Head of Finance, who They will make arrangements for a copy of the tender to be printed for by the designated officer designated to open the tenders at the same time as those received by post under Standing Order 1920.(a) (either at the Director of Planning and Resources, Head of Finance~~ Chief Financial Officer or Financial Accountant). ~~Tenders received electronically will be printed at the same time as the opening of any tenders received in paper form, signed as received, and the signed copy kept with those received by post.~~

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e) 21. Acceptance of Tenders

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(a) The Chief Executive may only accept the tender which best meets the award criteria except where otherwise agreed by the Authority or appropriate committee, or the Chief Executive in consultation with the Chairman (or in the Chairman's absence Vice-Chairman) of the Authority or appropriate committee.

(b) Acceptance of tenders must be in writing and signed by the Chief Executive or an officer designated by the Chief Executive for that purpose.

~~(c) A contract award notice will be made on Contract Finder no later than 30 days after the award of the successful tenderer including the amount. The Chief Executive will on request inform the unsuccessful tenderers of the name of the successful tenderer and (where practical) the amount of the tender accepted. Unsuccessful tenderers must also be notified via email at the same time as the successful tenderer including the reasons for the decision. Late tenderers will not be informed.~~

(c) It is good practice to include a standstill period of at least 14 days prior to official contracts being signed for contracts below the OJEU thresholds. Contracts above must have the standstill period incorporated.

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f) 22. Errors or Discrepancies in Tenders

(a) Where examination of tenders reveals errors or discrepancies which would affect the tender figure in an otherwise successful tender, the tenderer must be provided with written details of each error and discrepancy. The tenderer will be afforded the opportunity either:

- to confirm in writing and accept the error if it is in the Authority's favour; or
- to correct the error(s) and to revise the tender downwards. Any revisions must be confirmed in writing; or
- to withdraw the tender. This must be confirmed in writing.

(b) Tenders must not be revised upwards.

(c) Errors and discrepancies in unsuccessful tenders must not be revised even if, after correction, they would make the tender successful.

(d) If the tenderer withdraws, the next tender in competitive order is to be examined and then dealt with in the same way.

(e) Any exception to this procedure may be authorised only by the Authority or appropriate committee, or the Chief Executive in consultation with the Chairman (or in the Chairman's absence Vice-Chairman) of the Authority or appropriate committee.

~~Contracts Exceeding the EU Threshold~~

~~g) If the estimated value of any contract is likely to exceed the relevant EU limit, then legal advice must be sought regarding the procedures which need to be followed in the letting of the contract.~~

~~h) A mandatory standstill period of 10 days applies to some procurements which are above the threshold for advertisement in the Official Journal of the EU. This has been introduced to allow unsuccessful bidders the chance to obtain more information on the award of the contract and take appropriate action if they believe they have been prejudiced by a breach of the rules, by applying to the courts to either have the contract set aside, or to be awarded damages.~~

~~NOTE: Until December 2015 the relevant thresholds are as follows (net of VAT):~~

- ~~• £4,322,012 for works contracts; and~~
- ~~• £172,514 for services (estimated over 48 months) and supplies contracts.~~

Framework Arrangements

~~i) A Framework Arrangement is a formal tendered arrangement which sets out terms and conditions under which specific purchases can be made throughout the term of the agreement, and supplies, services or works are procured from the successful tenderer in unpredicted quantities at various times during the period that the agreement is in force.~~

~~j) If at any time the Authority proposes to enter into a Framework Arrangement for the provision of goods or services, then legal advice must be sought in respect of the procedures which need to be followed in the awarding and letting of the contract.~~

Miscellaneous Matters

~~k) 23. A register of all contracts ~~over £25,000~~ placed by the Authority must be kept and maintained by the ~~Head of Finance~~Chief Financial Officer. For each contract the register must specify the name of the contractor, the works to be executed or the goods to be supplied and the contract value. It must be open to inspection by any member of the Authority.~~

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~~l) 24. Financial Interests of Officers~~

~~The Chief Executive must record in the Register of Officers' Interests details of any notice given to the Authority by an officer under Section 117 of the Local Government Act 1972 of a financial interest in a contract. The Register must be open during office hours for inspection by any member of the Authority.~~

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~~m) 25. Supervision of Contracts by Third Parties~~

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~~(a) It must be a condition of any contract between the Authority and any person (not being an officer of the Authority) who is required to supervise a contract on behalf of the Authority that in relation to that contract the requirements of these Standing Orders must be complied with as if that person were the Chief Executive.~~

~~(b) Such person must:~~

- (i) at any time during the carrying out of the contract produce to the Chief Executive on request all records maintained in relation to that contract;
- (ii) on completion of the contract transmit all records to the Chief Executive.

⇒ 26. Nominated Sub-Contractors and Suppliers

Where a sub-contractor or supplier is to be nominated to a main contractor, the following rules apply:

- (a) Where the estimated amount of the sub-contract or the estimated value of the goods to be supplied by the nominated supplier does not exceed £25,000, quotations must be invited for the nomination in accordance with Standing Order 9 or 11 unless the Chief Executive considers in respect of any particular nomination that it is not reasonably practical to obtain competitive quotations.
- (b) Where the estimated amount of the sub-contract or the estimated value of the goods to be supplied by the nominated supplier exceeds £25,000, tenders must be invited in accordance with one of Standing Order 13, 14, ~~or~~ 15 or 16 unless the Authority or appropriate committee decides in respect of any particular nomination that it is not reasonably practicable to obtain competitive tenders.
- (c) Standing Orders ~~178~~ to ~~242~~ apply to tenders received under this Standing Order.
- (d) Sub-contractors or suppliers must send with their tender an undertaking that if they are selected they will
 - (i) be willing to enter into a contract with the main contractor; and
 - (ii) indemnify the main contractor in respect of the sub-contracted works or materials.
- (e) The Chief Executive must nominate to the main contractor the person whose quotation or tender best meets the award criterion. Where it is proposed to award the quotation or tender to a person whose quotation or tender does not best meet the award criterion, the circumstances must:
 - (i) in the case of quotations under paragraph 296.(a) above, be reported to the Authority or appropriate committee; or
 - (ii) in the case of tenders under paragraph 296.(b) above, be agreed, before any nomination is made, by the Authority or appropriate committee or, in cases of emergency, by the Chief Executive in consultation with the Chairman (or in the Chairman's absence Vice-Chairman) of the Authority or appropriate committee.

⇒ 27. Contract Conditions

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(a) Every contract which exceeds £5,000 in value or amount must:

- (i) be in writing and signed by the Chief Executive or an officer designated by the Chief Executive for the purpose;
- (ii) specify the goods, materials or services to be supplied and the work to be executed, the price to be paid together with a statement as to the amount of any discounts or other deductions, the periods within which the contract is to be performed and such other conditions and terms as may be agreed between the parties; and
- (iii) in appropriate cases, where a contract exceeds £100,000 in amount or value, provide for the payment of liquidated damages by the contractor for failure to complete the contract within the time specified;
- (iv) include a clause prohibiting the contractor from transferring or assigning or sub-letting to any person any portion of the contract without the written permission of the Authority signed by the Chief Executive;
- (v) where applicable, require the contractor to indemnify the Authority against claims in respect of employers' liability and/or public liability. The amount normally required for public liability insurance cover is £5,000,000;
- (vi) where applicable, for example where professional advice is being given, require the contractor to indemnify the Authority against claims in respect of matters relating to the advice or service provided. The amount normally required for professional indemnity insurance is £5,000,000;
- (vii) where appropriate include a clause giving tenderers the opportunity to state how much the required insurance would cost [\(for the duration of the contract\)](#) if they do not have it already in place. This must then be added to the cost of the tender;
- (viii) state that all goods, materials and work must comply with any relevant British Standards Specification or Code of Practice in force at the date of the quotation or tender;
- (ix) state that the Authority can cancel the contract and recover any resulting losses if the contractor or the contractor's employees or agents, with or without the contractor's knowledge:
 - does any thing improper to influence the Authority to give the contractor the contract; or
 - commits an offence under the Prevention of Corruptions Acts 1889 to 1916 or Section 117(2) of the Local Government Act 1972.

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• (x) where the contract relates to the processing of personal data, state they must comply with GDPR legislation.

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(b) Where it is considered that the total amounts of insurance, as set out in paragraphs 3027.(v) and 3027.(vi), are not considered to be appropriate or necessary, the Chief Executive may approve deviations to this figure.

(c) It is good practice to ask tenderers for a certified copy of the public liability and / or professional indemnity insurance, especially from new or unknown contractors.

(d) Every contract over £100,000 must be under seal.

(e) The Authority may also require a contractor to give sufficient security for completing the contract.

⇒ 28. VAT

All the financial limits contained within these Standing Orders exclude VAT where it is payable.

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⇒ 29. Review

The Authority will review these Standing Orders at intervals not exceeding three years.

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⇒ 30. Interpretation

In these Standing Orders, unless the context otherwise requires:

(a) "appropriate committee" means the committee or sub-committee to which the power to make the contract has been delegated;

(b) "most economically advantageous" normally means the lowest if payment is to be made by the Authority and the highest if payment is to be made to the Authority, but should also take into account quality and other measures, which will be set out in the evaluation criteria and which should be specified in advance of the contract evaluation. In such cases the method of scoring such measures and the weighting of evaluation will be clearly set out in the contract specification.

(c) "Person" includes a partnership, body corporate or unincorporated association.

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NOTE: All references to the Chief Executive in this document apply to that person and his / her nominated representative, who are ~~the Treasurer and Financial Adviser, a Director of Planning and Resources and Head of Finance~~ ~~Chief Financial Officer~~, and any other officers who are authorised to act in particular circumstances in accordance with the Powers Delegated to the Chief Executive – Arrangements for the Exercise of Powers by Other Officers.

April 2018~~5~~

EK/RG/Standing Order Relating to Contracts/Page 15 of 17/15052015

APPENDIX

Post Tender Negotiations

Procedural Rules

1. In Post Tender Negotiations carried out under Standing Order 176:
 - (a) Where price is the award criterion the tenderers submitting the lowest tender and all those the value of which is within 5% of the lowest tender or, if there is no such tender, the tenderer submitting the second lowest, may be invited to participate in Post Tender Negotiations.
 - (b) Where the most economically advantageous tender is the award criterion the tenderers submitting the most economically advantageous tender and the second most economically advantageous tender may be invited to participate in Post Tender Negotiations.
2. Post Tender Negotiations may only be authorised by the Chief Executive. In the case of contracts with an estimated value exceeding £25,000 the Chief Executive must also consult the Solicitor and Monitoring Officer who must thereafter be notified of the time and venue of all negotiations carried out and who will be entitled to be represented at any such negotiations.
3. In the case of all Post Tender Negotiations the senior officer carrying out the negotiations must record in writing the objective to be secured by such negotiations and forward a copy of this record to the ~~Head of Finance~~ Chief Financial Officer and, for contracts with an estimated value exceeding £25,000, the Solicitor.
4. Unless other arrangements are specifically agreed by the Chief Executive, all negotiations must take place at the Authority's premises with both the tenderer and the relevant officers of the Authority present.
5. During negotiations with the tenderer there must always be present at least two officers of the Authority.
6. A note of the negotiations will be made by one of the officers present recording those present, the time and location of the negotiations, details of the discussion and any agreement reached. The note shall be signed by all officers present and will be kept on file with a copy sent to the ~~Head of Finance~~ Chief Financial Officer and, for all contracts with an estimated value exceeding £25,000, the Solicitor.
7. At no time must a tenderer be informed of the detail of any other tender submitted or as to whether or not the tender submitted was the lowest or the most economically advantageous tender (where this is the award criterion).
8. Acceptance of tenders following Post Tender Negotiations must be in accordance with Standing Orders except that the Chief Executive must also inform the Solicitor and Monitoring Officer of the name of the successful tenderer and of the tender price regardless of the estimated value of the contract.

9. The ~~Head of Finance~~Chief Financial Officer will maintain a record of all post tender negotiations relating to contracts with an estimated value in excess of £25,000. This record must show the date of the tender, the date of any Post Tender Negotiations, the names of tenderers involved in negotiations, the original price, the revised price, the revised specification, the names of the officers involved and details of the contract awarded.
10. Legal advice should be sought where the officer dealing with this matter is under any uncertainty regarding the procedure to be followed.

Review of Code of Corporate Governance
Report by Solicitor and Monitoring Officer

<p>Summary: The Code of Corporate Governance has been completely redrafted to reflect the 2016 CIPFA framework.</p> <p>Recommendation: That the Broads Authority reviews and comments upon the draft.</p>

1 Background

- 1.1 The Authority's current Code of Corporate Governance reflects the guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), in particular their publication "Delivering Good Governance in local government framework".
- 1.2 The Accounts and Audit Regulations 2015 amended the existing 2011 Regulations and the Authority's Annual Governance Statement for 2015/16 envisaged that the Code of Corporate Governance would need to be revised in accordance with both the change in Regulations and the anticipation of a revised CIPFA Framework.
- 1.3 The new CIPFA guidance was published in 2016. It states that authorities should test their governance structures and partnerships against the principles contained in the Framework by:
 - Reviewing existing governance arrangements
 - Developing and maintaining an up-to-date local code of governance, including arrangements for ensuring on-going effectiveness
 - Reporting publicly on compliance with their own code on an annual basis and on how they have monitored the effectiveness of their governance arrangements in the year and on planned changes.
- 1.4 The new Framework also states that in order to achieve good governance, each local authority should be able to demonstrate that its governance structures comply with the core and sub-principles contained in the Framework. These are set out below. It is also crucial that the Framework is applied in a way that demonstrates the spirit and ethos of good governance which cannot be achieved by rules and procedures alone. Shared values that are integrated into the culture of an organisation and are reflected in behaviour and policy are hallmarks of good governance. The Authority has its shared values set out in the Core Values, which are within the new draft document.
- 1.5 The six core principles under the new Framework are:

- (A) Behaving with Integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
- (B) Ensuring openness and comprehensive stakeholder engagement
- (C) Defining outcomes in terms of sustainable economic, social and environmental benefits
- (D) Determining the interventions necessary to optimise the achievement of the intended outcomes
- (E) Developing the entity's capacity including the capability of its leadership and the individuals within it.
- (F) Managing risks and performance through robust internal control and strong public financial management.

1.6 In accordance with the above a new draft Code of Corporate Governance has been prepared by the Solicitor and Monitoring Officer. The document's Appendix has been prepared in two columns. On the left is a column setting out prescribed wording from the new sub-principles. On the right is a column setting out how we demonstrate compliance with these principles. The right hand column has been completed by the Solicitor and Monitoring Officer and the Chief Financial Officer and reviewed by Management Forum.

1.7 As part of the development process the draft Code has subsequently been reviewed by FSAC in March 2018 and incorporates comments from the Head of Internal Audit. It was considered that the Code should now be reviewed by the Broads Authority prior to adoption.

2 Conclusion

2.1 The Broads Authority's comments on the draft Code of Corporate Governance are welcomed. The current procedure is that any comments will be incorporated into a final version to be approved by the Chair of FSAC and then signed by the Chairman and Chief Executive.

Background papers: None

Author: David Harris

Date of report: 1 May 2018

Broads Plan Objectives: None

Appendix: Appendix 1 – Draft Code of Corporate Governance 2018

Broads Authority

Draft/ Code of Corporate Governance: 2018

1 Introduction

- 1.1 Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.
- 1.2 Good governance is more than making sure that things do not go wrong or fixing them if they do. Good governance adds value; it is the cornerstone for efficient and effective organisational performance. Accordingly, systems and structures for governance need to be supported by effective leadership and organisational culture. Within public services, a key focus of governance should include the attainment of sustainable economic, societal and environmental outcomes.

2 Code of Corporate Governance: Objectives

- 2.1 The principal objective of a code is to increase credibility, accountability and public confidence in local authorities, and all public bodies are encouraged to adopt a local code. A code helps:
- to develop a framework for corporate governance for the Authority based on good practice and external guidance;
 - to demonstrate compliance with the principles of good governance;
 - to continuously improve the Authority's effectiveness through an annual review of performance against the framework with an action plan to address weaknesses; and
 - to feed the results of this assessment into the Authority's Annual Governance Statement.

3 Delivering Good Governance

- 3.1 The following schedule, which forms the basis of the Authority's Code, has been developed using the structure recommended in the CIPFA/SOLACE document 'Delivering Good Governance in Local Government: Framework 2016 Edition'. This framework builds on the set of core principles recommended by the Independent Commission on Good Governance in Public Services in 2004 for underpinning the governance arrangements of all public sector organisations of:

- a clear definition of the body’s purpose and desired outcomes;
- well-defined functions and responsibilities;
- an appropriate corporate culture;
- transparent decision making;
- a strong governance team; and
- real accountability to stakeholders.

3.2 The framework has seven core principles, a number of supporting principles and suggestions for source documents/good practice that may be used to demonstrate compliance. The core principles are:

- A. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes in terms of sustainable economic, social and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entity’s capacity, including the capability of its leadership and the individuals within it.
- F. Managing risks and performance through robust internal control and strong public financial management
- G. Implementing good practices in transparency, reporting and audit to deliver effective accountability

3.3 The Broads Authority’s Local Code of Corporate Governance , set out below, incorporates these principles and identifies the source documents, good practice and other means of demonstrating the Authority’s compliance with the principles of good governance.

3.4 The Broads Authority has agreed the following core values as an expression of the values which will underpin the behaviour of its Members and staff.

- Sustainable – We consider the environment and financial implications in everything we do.
- Exemplary – We strive for excellence in all we do.
- Caring – We are considerate and respectful of each other
- Commitment – We are committed to making a difference to the Broads for the benefit of everyone
- Open and honest – We are open, honest and inclusive in all our decisions and communications

4 Commitment and Review

4.1 The Broads Authority is committed to a constant process of review and improvement and incorporating good governance by design into its policies and procedures. This includes a commitment to high ethical standards and its core values as a local ethics code. The schedule represents what the Authority does now or intends to do with immediate effect. Performance against the schedule is reviewed and updated on an annual basis, highlighting what has been done and any further improvements needed for the forthcoming year. The outcome of the review will be reflected in the Annual Governance Statement published each year with the Statement of Accounts, and actions which are outstanding will be incorporated into the Annual Governance Statement Action Plan.

5 Responsibilities

- 5.1 All Members and officers of the Broads Authority share responsibility for good governance.
- 5.2 The annual review of this Code will be initiated by the Solicitor and Monitoring Officer, who will consult with the Management Team, the Chief Financial Officer, the Head of Internal Audit and the Chair of the Financial Scrutiny and Audit Committee. Other senior staff will also be invited to contribute. Significant areas of concern raised during the annual review will be referred to the Management Team or to the appropriate committee for comment or decision.
- 5.3 Delegation is given to the Chief Executive to make the necessary changes/amendments to the Code as a result of the annual review to ensure it stays relevant and up to date. Any significant changes will be reported to the Authority as part of the report on the Annual Governance Statement, and any weaknesses or outstanding actions identified will be incorporated into the Action Plan for the following year.
- 5.4 The Annual Governance Statement is approved by the Authority and signed by the Chair and the Chief Executive on behalf of the Authority.

Signed:

Prof. Jacquelin Burgess
Chair of the Authority

Dr John Packman
Chief Executive

Date: XX XXXX 2018

Version: 2.0

Review date: February 2019

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	
We will:	Evidenced by:
<p>Behave with integrity:</p> <ul style="list-style-type: none"> • Ensure members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation • Ensure members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles) • Lead by example and using the above standard operating principles or values as a framework for decision making and other actions • Demonstrate, communicate and embed the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively 	<p>Committee Oversight:</p> <ul style="list-style-type: none"> • Annual Governance Statement • Financial Scrutiny and Audit Committee • Independent persons appointed • Arrangements for handling complaints against Members • Standing Orders for conduct of meetings <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Members' Code of Conduct incorporates Nolan Principles • Register of Interests for Members and declarations of interests made at meetings and recorded in minutes • Financial Regulations • Standing Orders relating to contracts • Declaration of Gifts and Hospitality for Members and Officers • Counter-fraud, Corruption and Bribery Strategy • Whistleblowing Policy • Local Protocol for Member and Officer Relations <p>Operational Procedures</p> <ul style="list-style-type: none"> • BA Core Values • Induction programme for new Members and staff including standards of behaviour expected • Annual performance appraisal for staff and members • Report template for decision making • Key processes audited and reported on
<p>Demonstrate strong commitment to ethical values:</p> <ul style="list-style-type: none"> • Seek to establish, monitor and maintain the organisation's ethical standards and performance Underpin personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation • Develop and maintain robust policies and procedures which place emphasis on agreed ethical values • Ensure that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation 	<p>Committee Oversight:</p> <ul style="list-style-type: none"> • Member/officer performance appraisal process • Use of Independent Persons in complaints procedures <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Members' and Officer Codes of Conduct • Whistleblowing Policy • Equality and Diversity Policy • Procurement procedures • Recruitment Procedure • Members considered a report on ethics in the Authority in 2017. • Investors in People accredited Silver in December 2017 <p>Operational Procedures</p> <ul style="list-style-type: none"> • BA Core values • Equality Working Group set up • Job descriptions
<p>Respect the rule of law</p> <ul style="list-style-type: none"> • Ensure members and staff demonstrate a strong commitment to the rule of the 	<p>Committee Oversight:</p> <ul style="list-style-type: none"> • Statutory Officers appointed by the Full

<p>law as well as adhering to relevant laws and regulations</p> <ul style="list-style-type: none"> • Create the conditions to ensure that the statutory officers, other key post holders, and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements • Strive to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders • Deal with breaches of legal and regulatory provisions effectively. • Ensure corruption and misuse of power are dealt with effectively 	<p>Authority</p> <ul style="list-style-type: none"> • Committee structure in place with terms of reference • Monitoring Officer in place • In-house practicing Solicitor • Committee support <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Whistleblowing policy • Financial Regulations, Contract Standing orders and Procurement Strategy • Codes of conduct • Counter-fraud, Corruption and Bribery Strategy • Scheme of delegations • Disciplinary Procedures <p>Operational Procedures</p> <ul style="list-style-type: none"> • Member induction programme and development protocol • Recruitment and Selection Policy • Provision of legal advice to officers and members to ensure compliance with law • Compliance with CIPFA's statement on the role of the Chief Finance Officer in Local Govt (CIPFA 2015) • Job descriptions • Internal and external audit • Register of member's and officers interests and related party interest
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Principle B: Ensuring openness and comprehensive stakeholder engagement	
We will:	Evidenced by:
<p>Be open</p> <ul style="list-style-type: none"> • Ensure an open culture through demonstrating, documenting and communicating the organisation's commitment to openness • Make decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided • Provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear • Use formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action 	<p>Committee Oversight:</p> <ul style="list-style-type: none"> • Availability of audio recordings of meetings • Committee meetings held in public and authority • Publication of agendas and reports in line with Local Government Act1972 requirements • Chairman's briefing • Decision Records • Public participation at BA meetings <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Financial Regulations and Standing Orders • Record of delegated decisions • Broads Plan • Annual review • Access to information policy • Broads Authority website (includes - publicly available information about who the Members are and what they do, who the officers are and how the public can input and influence Authority decisions) • Member Allowance Scheme • Fair and transparent data processing through privacy notices <p>Operational Procedures</p> <ul style="list-style-type: none"> • BA core values • Financial statements • Information published in respect of expenditure over £250 • Public consultation over local plan • Broads Forum • Strategic partnerships Register • Use of Transparency Regulations 2015
<p>Engage with stakeholders</p> <ul style="list-style-type: none"> • Effective engagement with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably • Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively • Ensure that partnerships are based on: – trust – a shared commitment to change – a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit 	<p>Committee Oversight:</p> <ul style="list-style-type: none"> • Appointment process to Navigation Committee <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Development of the Broads Plan • Communication Strategy • Regular management team meetings with stakeholder bodies • 2 x Parish Forums each year <p>Operational Procedures</p> <ul style="list-style-type: none"> • Broads Authority KPI performance indicators • Visitor survey • Newsletters • Broadcaster

<p>Engage with individual citizens and service users:</p> <ul style="list-style-type: none"> • Establish a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes • Ensure that communication methods are effective and that members and officers are clear about their roles with regard to community engagement • Encourage, collection and evaluation of the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs • Implement effective feedback mechanisms in order to demonstrate how views have been taken into account • Balance feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity • Take account of the impact of decisions on future generations of tax payers and service users 	<ul style="list-style-type: none"> • Broad Sheet <p>Committee Oversight</p> <ul style="list-style-type: none"> • Navigation Committee • Public questions • Broads Plan updates – May and November • Broads Local Access Forum <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Communication Strategy • Corporate Twitter and Facebook • Notices to Mariners • “Ask JP” • Broadland Futures Initiative - Communication and Engagement Plan <p>Operational Procedures</p> <ul style="list-style-type: none"> • Broads Plan updates • Learning resources on website • Annual Report and Business Plan • Ad-hoc surveys e.g. Insight Track • Regular Liaison meetings with key organisations e.g. NSBA, Parish Forums, HLF. • Consultation in relation to key document preparation such as broads Plan, Local Plan and Guiding Strategies.
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Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits	
We will:	Evidenced by:
<p>Define outcomes:</p> <ul style="list-style-type: none"> • Have a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation's overall strategy, planning and other decisions • Specify the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer • Deliver defined outcomes on a sustainable basis within the resources that will be available • Identify and manage risks to the achievement of outcomes • Manage service users' expectations effectively with regard to determining priorities and making the best use of the resources available 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Statutory Purposes set out in Norfolk and Suffolk Broads Act 1998 <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Broads Plan based on the shared vision for the Norfolk and Suffolk Broads • Core Values <p>Operational Procedures</p> <ul style="list-style-type: none"> • Local Plan through consultation stage • Strategic Partnerships Register • Some elements of Strategic Risk Register
<p>Consider the social, economic and environmental benefits:</p> <ul style="list-style-type: none"> • Consider and balance the combined economic, social and environmental impact of policies and plans when taking decisions about service provision • Take a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints • Determine the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs • Ensure fair access to services 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Statutory purposes <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Equalities working group • Project Development Group and procedure for new projects • Public consultation on preparation of key documents such as Broads Plan and Local Plan <p>Operational Procedures</p>

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes.	
We will:	Evidenced by:
<p>Determining interventions:</p> <ul style="list-style-type: none"> • Ensure decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided • Consider feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Chairman's briefing • Committee chairs <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Broads Plan based on the shared vision for the Broads agreed with partners • Development of Local Plan • Financial Regulations and Contract Standing orders <p>Operational Procedures</p> <ul style="list-style-type: none"> • Budget setting process • Project Development Group and procedure • Project boards for large projects such as CANAPE and Water Mills and Marshes
<p>Planning interventions:</p> <ul style="list-style-type: none"> • Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets • Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered • Consider and monitor risks facing each partner when working collaboratively, including shared risks • Ensure arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances • Establish appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured • Ensure capacity exists to generate the information required to review service quality regularly • Prepare budgets in accordance with objectives, strategies and the medium term financial plan • Inform medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Annual budget processes • Budget plan agreed by BA • Committee review of Strategic Risk Register • Performance reporting to Committee <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Communication strategy • Risk management • Financial Strategy <p>Operational Procedures</p> <ul style="list-style-type: none"> • Budget monitoring and performance monitoring undertaken on a regular basis by budget holders and Management Team. • Budget setting process includes Members and senior managers Financial Monitor
<p>Optimise achievement of outcomes:</p> <ul style="list-style-type: none"> • Ensure the medium term financial strategy 	<p>Committee Oversight:</p>

<p>integrates and balances service priorities, affordability and other resource constraints</p> <ul style="list-style-type: none"> • Ensure the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term • Ensure the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage • Ensure the achievement of 'social value through service planning and commissioning. 	<ul style="list-style-type: none"> • Budgets monitored by FSAC/BA • Budget and 3-year strategy agreed by BA • Budget reports • Annual Toll-setting <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Standing Orders relating to contracts • Asset Management Strategy • Treasury and Investment Strategy • Procurement Strategy <p>Operational Procedures</p> <ul style="list-style-type: none"> • Budget Management Procedures • Budget Holder Training • Resource allocation working group • (planned) Tender Guidance
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Principle E: Developing the Authority's capacity, including the capacity of its leadership and the individuals within it.	
We will:	Evidenced by:
<p>Develop capacity:</p> <ul style="list-style-type: none"> • Review operations, performance and use of assets on a regular basis to ensure their continuing effectiveness • Improve resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently • Recognise the benefits of partnerships and collaborative working where added value can be achieved • Develop and maintain an effective workforce plan to enhance the strategic allocation of resources 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Annual review of Partnerships <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Member/officer induction and appraisal programmes • IT strategy <p>Operational Procedures</p> <ul style="list-style-type: none"> • Appropriate job profiles used in recruitment • learning and development plans • Training events • In-house training
<p>Develop the capability of leadership:</p> <ul style="list-style-type: none"> • Develop protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained <p>Publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</p> <ul style="list-style-type: none"> • Ensure the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority • Develop the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks • Ensure that there are structures in place to encourage public participation • Take steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections „ Holding staff to account through regular performance reviews which take account of training or development needs • Ensure arrangements are in place to 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Scheme of Powers delegated to officers • Terms of Reference for Committees <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Member Development Protocol • Chief Finance Officer compliance with both the CIPFA Statement on the Role of the Chief Finance Officer in Local Government • Monitoring Officer • Data Protection Officer (GDPR –P) • Financial Regulations and Standing Orders • Communication Strategy • HR policies in place <p>Operational Procedures</p> <ul style="list-style-type: none"> • Conditions of employment • Contract management in respect of externally provided services • Member workshops on key issues • Induction programme for staff and members • Annual Member appraisal

maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	
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Principle F: Managing risks and performance through robust internal controls and strong public finance management	
We will:	Evidenced by:
<p>Manage risk</p> <ul style="list-style-type: none"> • Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision making • Implement robust and integrated risk management arrangements and ensuring that they are working effectively • Ensure that responsibilities for managing individual risks are clearly allocated 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Regular risk reporting to FSAC • Risk analysis in BA reports <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Strategic Risk Register • Insurance policies in place • Whistleblowing Policy • Counter-fraud, Corruption and Bribery Strategy • Health and Safety policies and procedures <p>Operational Procedures</p> <ul style="list-style-type: none"> • Risk assessment as part of project planning • Strategic Risk Register reviewed every 6 months • Review of Strategic Risk Register by Management Forum
<p>Manage performance</p> <ul style="list-style-type: none"> • Monitor service delivery effectively including planning, specification, execution and independent post implementation review • Make decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook • Ensure an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (Or, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making • Provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement. • Ensure there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements) 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Chairs and FSAC meetings • Chairman's briefings • Terms of reference for Committees • Regular Finance Reports to BA/FSAC/Nav Comm <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Financial regulations • Standing orders relating to Contracts • Procurement Strategy • Treasury and Investment Policy <p>Operational Procedures</p> <ul style="list-style-type: none"> • Financial Monitor • Section heads' review of work plan and budgets • Statement of Accounts follows budget headings • Risk and financial implications included in reports to BA
<p>Develop robust internal control</p> <ul style="list-style-type: none"> • Align the risk management strategy and policies on internal control with achieving objectives • Evaluate and monitor risk management and internal control on a regular basis 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Training for Members • Publication of reports and meeting minutes showing declarations of interest made • Annual Governance Statement • FSAC

<ul style="list-style-type: none"> • Ensure effective counter fraud and anti-corruption arrangements are in place • Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor • Ensure an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body 	<p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Standing Orders relating to Contracts • Scheme of Delegation of powers to Officers • Financial Regulations • Counter-Fraud, Corruption and Bribery Strategy • Contract Standing Orders and Procurement Strategy • Members' and Officer Codes of Conduct • Investors in People • Treasury and Investment Strategy <p>Operational Procedures</p> <ul style="list-style-type: none"> • Effective internal audit function resourced and maintained • Annual Internal Audit plans include key control and corporate governance • Annual Report and Opinion provided by the Head of Internal Audit with reference to governance, risk management and internal control arrangements • Risk Owners (e.g. reporting into Strategic Risk Register)
<p>Manage data</p> <ul style="list-style-type: none"> • Ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data • Ensure effective arrangements are in place and operating effectively when sharing data with other bodies • Review and audit regularly the quality and accuracy of data used in decision making and performance monitoring 	<p>Committee Oversight :</p> <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Security arrangements in place in IT • Data Protection Policy • Data and Information Retention Policy • Data Asset Register • Encryption of portable devices <p>Operational Procedures</p> <ul style="list-style-type: none"> • Training to all staff on GDPR • Data Protection Officer (qualified as Data Practitioner) • Review of contracts to ensure data security provisions are incorporated • Training on data protection • Data privacy notices • Encryption of portable devices • Statement of Accounts narrative report • Annual Report
<p>Have strong public financial management</p> <ul style="list-style-type: none"> • Ensure financial management supports both long term achievement of outcomes and short-term financial and operational performance • Ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • External Audit reports • Business plan – BA • 3-year Financial Strategy • Reports to BA include financial and risk considerations <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Chief Finance Officer compliance with the <i>CIPFA Statement on the Role of the Chief Finance Officer in Local Government</i>

	<ul style="list-style-type: none">• Financial statements• Financial Regulations and procedures• Treasury and Investment Strategy• Asset Management Strategy <p>Operational Procedures</p> <ul style="list-style-type: none">• Annual budget• Budget Management Procedures• Annual Statement of Accounts• Earmarked reserves for long-term replacement of assets
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Principle G: Implement good practice in transparency, reporting and audit to deliver effective accountability.	
We will:	Evidenced by:
<p>Implement good practice in transparency</p> <ul style="list-style-type: none"> • Write and communicate reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate • Strike a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Annual Governance Statement • Records of delegated decisions • Authority website <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Standing Orders • Scheme of delegation of powers <p>Operational Procedures</p> <ul style="list-style-type: none"> • Monthly data on web site following Transparency Regs •
<p>Implement good practice in reporting</p> <ul style="list-style-type: none"> • Report at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way • Ensure members and senior management own the results reported • Ensure robust arrangements for assessing the extent to which the principles contained in this Framework have been applied and publishing the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement) • Ensure that this Framework is applied to jointly managed or shared service organisations as appropriate • Ensure the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other, similar organisations 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • S17 officer reporting requirements • Annual Governance Statement prepared for BA • Action plan for following year in Annual Governance Statement and a summary of implementation of the previous year's Action Plan • Statements of Accounts to BA and Budget <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Broads Plan • Strategic Priorities <p>Operational Procedures</p> <ul style="list-style-type: none"> • Solicitor and Monitoring Officer implements annual review • Service Level Agreements • Annual Report • Year-end timetable • Whole of Government Accounts (WGA)
<p>Develop assurance and effective accountability</p> <ul style="list-style-type: none"> • Ensure that recommendations for corrective action made by external audit are acted upon • Ensure an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon • Welcome peer challenge, reviews and inspections from regulatory bodies and implementing recommendations • Gain assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement 	<p>Committee Oversight :</p> <ul style="list-style-type: none"> • Attendance of internal and external audit at FSAC • Peer review undertaken in 2017 • Annual Governance Statement • Annual Governance Statement action plan <p>Corporate Policies and Strategies:</p> <ul style="list-style-type: none"> • Internal audit function delivered by contract and meets PSIAS requirements • Head of Internal Audit compliance with the CIPFA Statement on the Role of the Head of Internal Audit • Follow up of internal audit recommendations undertaken by the Chief Finance Officer and periodically reported to the FSAC

<ul style="list-style-type: none"> • Ensure that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met 	<ul style="list-style-type: none"> • Strategic Risk Register • Investors in People accreditation <p>Operational Procedures</p> <ul style="list-style-type: none"> • Audit actions are formally logged and followed up and reported to committee • Annual Review • Reviews of Strategic Partnerships
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**Peer Review Action Plan:
Review of the Authority's Governance Structure**
Report by Chief Executive and Strategy & Projects Officer

Summary: This report proposes actions in response to the Peer Review Team recommendation that the Authority should '*Review the governance structure so it is fit for the future.*' Members of the Financial Scrutiny and Audit Committee worked with the Chief Executive to develop proposals to streamline the Authority's business and respond to the Review Team's feedback. The proposals are designed to increase the informal engagement between Members, and between Members and officers, and focus the business of the formal Broads Authority meetings on decision making.

Recommendation:

Members consider and adopt proposals 1-6 in this report including the revised timetable for meetings in Appendix 3.

1. Introduction

- 1.1 In the recent Peer Review the Authority asked the Review Team to consider whether the Authority's governance structure including its membership, committees, and other decision-making processes, could be revised to better fit the changing environment within which it operates.
- 1.2 In response, one of the Review Team's recommendations was that the Authority should '*Review the governance structure so it is fit for the future.*'
- 1.3 Members of the Financial Scrutiny and Audit Committee, working with the Chief Executive, have developed six proposals focused on the above recommendation. Other actions arising from the Peer Review are being taken forward by officers, including the production of a Members' Handbook and changes on the Authority's website to raise the public profile of Members.

2. Improving the efficiency and effectiveness of Authority business

- 2.1 The 28 meetings of the Authority and its committees are: Broads Authority x 6, Planning Committee x 13, Financial Scrutiny and Audit Committee x 3, Navigation Committee x 6. Despite a significant reduction in staff to administer these meetings following the National Park Grant cut in 2012, the number of Members and meetings has not been reduced.
- 2.2 At the Peer Review Workshop on 30 January 2018, Members talked about the advantages of having more informal Member and officer time to understand

the Authority's strategic vision and get to know each better, supporting the Peer Review's recommendation to 'commit to a common purpose'.

2.3 Members also raised the issue of the number of meetings and the length of committee agendas, both of which put pressure on the Authority's staffing resources and on Members' time commitments.

2.4 The proposals for change are:

Proposal 1: That the Authority moves to a quarterly cycle to conduct its business. Four meetings each of the Broads Authority and the Navigation Committee would be held per annum, subject to consultation with the Navigation Committee.

The revised annual committee cycle (Appendix 1) would be set to meet key business deadlines including the Statement of Accounts, setting of tolls, Annual Governance Statement and setting of annual strategic priorities.

Committee	Number of BA Members	Current number of meetings p.a.	Proposed change to number of meetings
Broads Authority	21	6	4
Navigation Committee	5	6	4
Planning Committee	12	13	13
Audit and Risk Committee (replacing FSAC)	6	3	3
Total		28	24

Proposal 2: That the Authority runs Member site visit/workshop days, normally two per annum. These events would be part of the annual committee cycle, in addition to the quarterly business meetings. Authority officers would attend the events and external partners and delivery agents could also be invited.

The **benefits** of these proposals would be:

- Improved decision making through Authority meetings that focus on strategy and policy matters.
- Streamlined meetings with shorter agendas and committee reports, saving Member and officer time.
- Greater common understanding by Members of the Authority's priorities through more informal time to see work 'on the ground', discuss key issues for the area, develop and review policy and strategy, and meet with officers and Broads Plan partners.

3. Creating a clearer focus for financial scrutiny

3.1 The Peer Review team recommended that the Financial Scrutiny and Audit Committee (FSAC) be reviewed to give greater clarity to its role, with a focus on finance and risk.

- 3.2 Although the FSAC's role is financial scrutiny, a 'scrutiny committee' in the local authority context relates to cabinet-style decision making and the opportunity for opposition politicians to scrutinise decisions by members of the controlling party. This is not relevant to the Broads Authority where decisions are made by the Authority as a whole, by the Planning Committee or by officers under delegated powers. However, it is important that we retain an Audit and Risk Committee and this is supported by our Internal Auditor.
- 3.3 The proposal for change is:

Proposal 3: Repurpose the Financial Scrutiny and Audit Committee as the Audit and Risk Committee, with amended Terms of Reference. The main responsibilities of the Committee would be to provide assurance and recommendations to the Authority on the effectiveness of its governance, internal control and risk management framework, including ensuring that risk management does not inhibit innovation. It would:

- Approve the performance and annual plans of both the external and internal auditors and ensure that both sets of auditors are appropriately independent;
- Review the Authority's Statement of Accounts before submission to the Board;
- Review the draft Annual Governance Statement and Action Plan; and Review the Authority's appetite for risk and its Strategic Risk Register.

The **benefits** of this proposal would be:

- More clearly defined role of the Committee in scrutinising the Authority's governance, internal control and risk management framework
- Better understanding by the public of the committee's purpose

4 Supporting the Authority's leadership and clarifying the role and responsibilities of Members

- 4.1 The Peer Review Team recommended that the Authority provide more support for the leadership. They noted that there was a large amount of work for the Chair in particular and that ways to improve support to this role be considered. Members have also suggested that the role of Vice-Chair should be strengthened to enhance the role and its responsibilities.
- 4.2 The Review Team also found that some Members would welcome a more open and transparent process for appointments to committees. They suggested that the Authority review the job descriptions for Members, Chairs of Committees and the Chair of the Authority. In practice, the role of Members is clearly defined by Defra in recruitment material for new members, and the key duties are highlighted in Appendix 1. The Authority has previously agreed

that the key functions in the job description applies to all Broads Authority members.

4.3 The proposals for change are:

Proposal 4: Implement a new process for the annual appointment of Chairs and Vice-Chairs, Committee membership and appointments to outside bodies, as follows:

Nominations for the position of Chairs and Vice-Chairs would be sought in advance for the full Authority and its constituent committees. Officers would send all relevant Members a nomination form. Each nomination would be signed by the proposer, seconder and candidate and the form returned to the Solicitor and Monitoring Officer no less than 14 days before the meeting at which elections were held. If more than one candidate was proposed for a position, a secret ballot would be held at the meeting.

For appointments to Committees and outside bodies, all members would be invited to express their interest in serving on a Committee and outside bodies in writing, in advance of the July AGM. All expressions of interest would be collated by officers and reported to the Chairs Group (see proposal 5 below) who would review them and provide advice to the Chief Executive. The Chief Executive would then report to the July meeting of the Authority for a decision by Members.

The **benefits** of this proposal would be:

- A more transparent appointment process
- Members able to express their preferences as to the Committees and outside bodies they would like to serve on.

Proposal 5: Establish a Chairs and Vice-Chairs Group (known as 'Chairs Group'). This would comprise the Chair and Vice Chair of the following committees: Broads Authority, Navigation Committee, Planning Committee and Audit and Risk Committee (formerly FSAC). The Group would not be a formal committee of the Authority and would not have decision making powers or make formal recommendations.

The Group would deal with various matters relating to Members including annual performance appraisals, overseeing training and development, advising on Member appointments and providing informal advice to the Chief Executive. Items for business may be referred by any Member to the Chairs Group and added to the next agenda if appropriate.

The **benefits** of these proposals would be:

- More active role for Chairs and Vice-Chairs maintaining an overview of the work of the various committees.

- Improved support to the Chair of the Authority and Chief Executive through greater shared responsibility for dealing with various matters relating to Members.

5 Resolving issues informally

5.1 In the last two years the Authority has had to process a number of Code of Conduct complaints by Members against their colleagues. The Peer Review team suggested that the Authority tighten up its complaints process. They noted that if there was a mechanism to raise and resolve issues informally as soon as they arise, and before they trigger a formal complaint, a great deal of time and energy could be saved.

5.2 The proposal for change is:

Proposal 6: Amend the Local Resolution Procedure in the Code of Conduct to allow for informal resolution of an issue that has been referred with a preference for informal resolution without the lodging of a formal complaint.

The **benefits** of this proposal would be:

- Prompter and more informal process for Members and officers involved
- Reduced risk of issues escalating into formal complaints, with the damage that can result from such a process

Insert a new 5.2 into the Code of Conduct with consequential renumbering of subsequent paragraphs to read:

“5.2 For informal resolution of a problem involving a member identified or reported to the Chair, Chief Executive or Monitoring Officer (where a formal complaint has not been made) the request will be passed on to the Chair and Vice-Chair (in the event they are not the original recipient). Confidential meetings will then be arranged between relevant parties with the Chair and Vice-Chair to engage in the process and seek a resolution to the issues raised. Any meetings may take place at the Authority’s offices or other locations as is convenient. The process will be confidential and without prejudice to the parties involved to bring a formal complaint if the matter is not resolved. In the event that the matter is not resolved the content of the discussions shall not be referred to in any subsequent complaint. There is no power for any matter referred under the informal process to be subject to any sanction under the Code of Conduct.”

Background papers:	None
Authors:	John Packman, Maria Conti
Date of report:	3 May 2018
Broads Plan Objectives:	Multiple
Appendices:	Appendix 1: Proposed Annual Cycle for Authority meetings Appendix 2: Job Descriptions for Members Appendix 3: Revised timetable of meetings

Broads Authority business cycle – essential elements

Audit and Risk Committee	Navigation Committee	Broads Authority
July Draft Statement of Accounts Annual Governance Statement Risk Register Partnerships Review Data Protection Officer Report Feedback from Auditors	July	July Annual Meeting: Appointment of Chair and Vice-Chair Appointment of committees and representation on outside bodies Statement of Accounts Annual Governance Statement Annual Reports (Waiver of Standing Orders, LAF etc.)
	October Tolls Setting	November Tolls Setting
December Draft Budget Annual Investment Strategy	January Draft Budget	February Business Plan including Financial Strategy & Strategic Priorities for following year Budget for next Financial Year Annual Investment Strategy
March Approve Audit Plans – internal and external	April Consultation on Appointment of 2 Members to the Broads Authority Appointment of Chair and Vice-Chair Annual Safety Audit	May Appointment of 2 co-opted Members to BA <i>from the Navigation Committee</i> Annual reports from the last financial year including: Carry forwards of expenditure Waivers to Standing Orders Annual Safety Audit Summary of Formal Complaints
	Standing Items Summary of Progress against previous decisions Income and Expenditure and Forecast Outturn Exercise of powers	Standing Items Summary of progress against previous decisions Progress on Strategic Priorities Income and Expenditure and Forecast Outturn Port Marine Safety Code items to raise

Note: Broads Authority meetings also include key items on strategy and policy including planning for adoption. Navigation Committee meetings also include consultation on any significant new or amended policy, plan and strategy and planning applications with a potentially significant effect on the use of the navigation area.

Job Descriptions for Members

The role of a **Member of the Authority** is:

The overall role of a Secretary of State member is to contribute to the leadership, scrutiny and direction of the National Park Authority/Conservation Board and further the statutory purposes of the National Parks/AONBs. Secretary of State Members are not representative of any organisation or group and have a duty to act in the best interest of the Authority/ Conservation Board on which they serve. Certain ineligibility criteria apply to these posts.

The key functions of a Secretary of State member are to:

- Be collectively responsible, with other members, for decisions and ensure the National Park Authority/ AONB Conservation Board furthers its statutory purposes;
- Contribute towards the overall strategic direction of the National Park Authority/AONB Conservation Board through the development of policy, business plans and participation in various activities such as meetings, committees and working groups;
- Scrutinise independently the workings and policies of the National Park Authority/ AONB Conservation Board;
- Approve and monitor programmes to implement the National Park Authority/ AONB Conservation Board policies and plans;
- Influence externally, on behalf of the CB/NPA that is, acting as ambassador; promoting the objectives of the CB/NPA.
- Contribute knowledge and skills and provide advice from the national and local perspective which benefits the National Park Authority/ AONB Conservation Board.

The successful candidates must abide by the Nolan principles of public service.

The role of the **Chair (and Vice-Chair¹) of the Authority** is:

- To chair meetings of the Authority and ensure that standing orders and good practice are complied with at all Authority meetings.
- To represent the Authority at a national, regional and local level in its relations with key stakeholders and communities.
- To represent the Authority's views as necessary to the press and media, and play an ambassadorial role in promoting positive relationships with external parties and organisations.
- Working with members and the Chief Executive to ensure that the Authority's actions, decisions and use of resources are consistent with the purposes of designation and the legal responsibilities of the Authority.

¹ The role of the Vice-Chair of the Authority and Vice- Chairs of Committees is not only to deputise for the Chair but also to support her/him in carrying out her/his duties.

- To act as a link between the Authority and the relevant Minister, national agencies and the other National Park Authorities. Reporting, liaising and representing the Authority to government and working with other national park authorities to influence national and regional policy.
- In accordance with the Authority's members Performance Assessment Framework to assess members' performance as appropriate and report to the Secretary of State and appointing authorities accordingly.
- To be a member of the selection panel which makes recommendations to the Minister on the appointment of new "national" members to the Authority.
- To develop and maintain an effective working relationship with the Chief Executive providing support and guidance as necessary and acting as a bridge between members and officers.
- To monitor the welfare and performance of the Chief Executive and ensure there is an effective appraisal and development process in place.
- To foster the working relationship with all other UK National Parks.

The role of the **Chairs (and Vice-Chairs) of Committees** is:

- If present, the Chair must preside at the meetings of the committee and sign minutes of previous meetings.
- The Committee Chair efficiently and effectively manages the meetings in accordance with standing orders and policies.
- The Committee Chair leads by example in terms of compliance with ethical standards and adherence to the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- In particular the Chair should lead the way in keeping the public interest in the forefront of the committee's proceedings and making sure that no impression is given to the public that he / she or the committee is beholden to any outside interests or lobbies.
- The Committee Chair is responsible for ensuring that all members are involved in debates and discussions, and that if it is a decision making committee lawful decisions are made.
- The Committee Chair summarises debates and ensures that voting is fair. In the event of a tied vote, he or she has a second or casting vote so as to avoid deadlock.
- There is no legal or other rule that requires the Chair to vote in any particular way – either on the first or the casting vote. As with all elected members the Chair votes in accordance with his or her conscience.
- As the public face of the Committee he or she represents the Committee to those attending and those following its meetings and decisions.
- The Chair cannot legally be delegated the power to make decisions on behalf of the committee.

REVISED DRAFT Committee Timetable 2018/2019

	2018									2019						
	Day	Time	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Planning	Fri	10.00 am	22	20	17	14	12	9	7	11	8	8	5	3 and 31	28	19
<i>Planning Cttee Site Visit * provisional if required</i>	<i>Fri</i>	<i>10.00 am</i>	<i>8*</i>	<i>6*</i>		<i>7*</i>	<i>5*& 26*</i>	<i>30*</i>		<i>4*</i>	<i>1*</i>	<i>29*</i>	<i>26*</i>	<i>24*</i>	<i>14 Or 21 Design Tour</i>	
Broads Forum /Workshop							17						25			
Local Access Forum	Wed	2.00 pm				5			5			13			5	
Navigation Committee	Thurs	2.00 pm	14			6	25		43	17	24		11 to avoid Easter		13	
Audit and Risk Committee	Tues	2.00 pm		24					11			5				23
BROADS AUTHORITY	Fri	10.00 am		27		28		23			1			17		26
Parish Forum						19						20				
Member Site Visit/ Workshop	Thurs			13		28						22				4
New Members Induction Day																

Bank Holidays	27 August 2017, Tues and Wed 25, 26 December 2018/ Tues 1 January 2019, 6 and 27 May 2019
Good Friday	19 April 2019
Easter Monday	22 April 2019

DRAFT

Future Arrangements for the Broads Forum
Report by Chief Executive and Strategy & Projects Officer

Summary: This report considers the feedback from the survey of Broads Forum stakeholder organisations about the Forum’s effectiveness. At an open Forum meeting on 26 April 2018, a proposal based on the survey feedback was discussed. The meeting generally welcomed the proposal to replace the current format with twice-yearly workshops to discuss topics of significant interest to stakeholders and the Authority. This report suggests an immediate adoption of the new approach.

Recommendation:

The Authority retains the Broads Forum as one of many mechanisms for engaging with stakeholder organisations and moves to twice-yearly Broads Forum workshops, each focusing on a key issue facing the Broads. All organisations represented on the Broads Forum would be invited, together with Authority Members and officers, and experts and partner organisations with relevance to the issue under discussion.

1. Introduction

1.1 At the Broads Authority meeting on 24 November 2017 it was agreed that:

“It would be opportune to carry out a survey of the sponsoring bodies (stakeholder organisations) on the Broads Forum, examine how members communicate with their parent bodies, consider its effectiveness, and inquire as to what other ways might interest groups/stakeholders engage with the Authority.”

1.2 The survey was carried out earlier this year and the results were presented to an open Forum meeting on 26 April 2018, which was also attended by five Authority Members. The proposal as set out in paragraphs 4.3 and 4.4 in the attached report (Appendix 1) was discussed. Although some attendees continued to support the current format of quarterly Forum meetings with nominated representatives, the proposal to move to workshop style events was generally welcomed. Some concern was expressed that two events a year may not be enough, although it was noted that stakeholders could contact the Authority at any time to discuss issues of concern to their interest group/area.

1.3 The workshops would be open to all the stakeholder organisations represented on the Broads Forum (updated list), rather than just a smaller number of nominated representatives. Expert speakers and partner bodies with relevance to the discussions would also be invited. This would create a more inclusive and rounded approach to engagement than the current linear links from

stakeholder organisations to Forum representatives to the Authority which, as discussion with the stakeholder organisations has shown, are not effective.

- 1.4 Each workshop would focus on a key issue linked to the strategic management of the Broads and its use, in line with the aims and objectives in the Broads Plan. A suggestion has been made that the first workshop could focus on what could be done to reach local young people and motivate them to visit, learn about and care for the Broads environment on their doorstep.
- 1.5 The only substantive outstanding point is whether the Authority should move to the new format immediately or have one final meeting of the Forum in the committee style format. Given the survey feedback, it is recommended that the new format is adopted for the next event.
- 1.6 A workshop, even twice a year, is unlikely to reduce the demands on staff time as engaging with a larger number of people including external experts, and organising these events, will take more time when compared to the current arrangements. However, feedback from the survey and subsequent Forum meeting indicates that the new format would encourage a wider range of stakeholder participation to inform the Authority's decision making. Authority Members would be encouraged to attend the workshops as a valuable opportunity to meet and talk to local interests.
- 1.7 If the new proposal is adopted by the Authority, this would be a suitable time to thank the representative members of the Broads Forum for their commitment over the years. We look forward to the contribution they and others will continue to make in helping the Authority look after the National Park.

Authors: John Packman, Maria Conti

Date of report: 4 May 2018

Broads Plan Objectives: Multiple

Appendices: APPENDIX 1 – Report to Broads Forum Open meeting
26 April 2018

APPENDIX 2 – Notes from Broads Forum Open meeting
26 April 2018

**Feedback from the consultation with Broads Forum groups
for discussion on the way forward**

This meeting of the Broads Forum will take place at 2pm on 26 April 2018 at the Broads Authority's head offices, Yare House, 62-64 Thorpe Road, Norwich NR1 1RY.

All interest groups on the Broads Forum are invited to send a representative to this meeting and take an active part in discussions.

This paper is the only item on the agenda. The aim of the meeting is to discuss the future of the Broads Forum and present a summary of the views expressed to the Broads Authority meeting on 18 May 2018.

Contact officer: Sarah Mullarney, Administrative Officer
email: sarah.mullarney@broads-authority.gov.uk, tel: 01603 610734

1. Introduction

- 1.1. A wide range of groups and individuals are stakeholders in the Broads, including the user and amenity groups on the Broads Forum. They have varied and sometimes opposing interests and involvement, often depending on how much they are affected by specific issues or able to influence what happens. The Broads Authority is also a stakeholder with direct and indirect roles including lead accountability, delivery partner and advocate.
- 1.2. Between us all is a wealth of knowledge and insight and we need positive ways to promote understanding, debate and action. This report highlights the findings from the consultation carried out in February-March 2018 with Broads Forum members and nominating interest groups and with Broads Authority officers, and offers a suggestion on improving our engagement processes.

2. Consultation with Broads Forum groups

- 2.1. The Broads Forum was set up by the Broads Authority in 2002 as a way for around 50 interest groups, through a smaller number of nominated representatives, to offer views and advice on how the Broads is managed and used. The Forum is good in theory and has in the past benefited the Authority's decision making. However, in recent years it has not worked well in practice, despite being reviewed and refreshed, and problems are highlighted by the Forum's interest groups and nominated members and by Authority officers.
- 2.2. At the Broads Authority meeting in November 2017, it was agreed to review the list of interest groups and organisations on the Forum, and others with an active

interest in the Broads, and survey the Forum's groups about the effectiveness of the Forum and other engagement methods.

- 2.3. The consultation with Forum groups was through phone calls, face-to-face meetings and emails. The Authority also spoke to its own officers who regularly attend Forum meetings.
- 2.4. We used the following questions as a prompt, but encouraged people to speak freely:
 - What do you know about the Broads Forum and its role?
 - What is your group's engagement with the Broads Forum and how useful is the Forum to you? (Do you know who your Forum rep is, do you regularly see Forum agendas and minutes, are you asked to put forward items for agendas and have you done so, how often are agenda items of interest to your group, do you get feedback from your Forum rep after meetings)
 - Do you have any ideas on making sure all Forum groups can play an active part?
 - How does your group find out about Broads Authority/Broads issues and talk to the Authority about matters relevant to you?

Summary of feedback

A listing of points made by those we spoke to are in Appendix A. The summary from these discussions are that:

- The membership does not represent the diversity of Broads' communities.
- Many groups have little or no connection with their nominated members and consequently with Forum meeting agendas, meetings or minutes. *Meeting attendance data for the past 5 years show that 67% of representatives or their deputies have attended fewer than 64% of meetings, indicating that some areas of interest are seldom represented in Forum debates.*
- As well as problems in reporting down to nominating groups, the upwards reporting and feedback loop between the Forum and the Authority does not work well. Members feel the Forum has an increasingly limited impact on the Authority's decision making.
- It has proven difficult to find agenda items and some items are of interest only to a narrow range of stakeholders. Some matters raised are not within the Authority's remit or strategic objectives, and/or the bodies accountable are not in the room to discuss them.
- Meetings can be dominated by a few individuals or subject matters, and some members seem to express their personal opinions rather than those of their nominating groups. There is a lack of courtesy at meetings that creates a tense atmosphere and does not help constructive discussion.

3. Other engagement methods

3.1. We also asked Forum groups how (apart from the Forum) they hear about the Authority's plans and activities and like to engage with us. Some groups are regularly involved while others are happy with occasional contact. Commonly used communication methods include:

- Direct contact with BA officers (at head office, or with front line staff) or BA Members
- Attend meetings (BA committees, partnership working groups/workshops, etc.)
- Attend drop in events (e.g. parish forums)
- Invite BA officer or Member to your group meetings or events
- Contact BA through 3rd party (e.g. parish or district councillor, community rep, interest group)
- Respond in writing to formal consultations
- Attend public events with BA/Broads presence (e.g. Royal Norfolk Show, Broads Outdoor Festival) Take part in BA environmental education events (e.g. schools outreach)
- Work as a BA volunteer
- Use digital and social media (BA/Enjoy the Broads websites, BA Twitter and Facebook feeds)
- Read BA newsletters and other publications (e.g. Broadcaster, Broadsheet, Chief Executive's newsletter, partnership newsletters)

4. Option for change

4.1. The survey responses and the Forum's performance in recent years indicates that the Forum's role as a consultative and advisory body to the Authority is limited and the current format is not a constructive use of time or resources, either for the interest groups and their nominated members or for Broads Authority staff.

4.2. Based on this evidence we suggest the following proposal that we hope is positive for all concerned, and we welcome your views.

Focused debate

4.3. We suggest that the Broads Forum committee meetings are replaced with **open 'conference' style events** for all Forum groups to meet and discuss issues of strategic importance for the Broads.

4.4. We can hold two Broads Forum conferences a year open to all Forum groups. Each event will focus on a strategically important topic linked to Broads Plan objectives – for example, the implications of climate change and sea-level rise, the future of agriculture post-Brexit, or ways to inspire the next generation of Broads users. Topics will be set one year in advance and guest speakers (such as accountable or influential organisations, specialists, key

local stakeholders) will be invited to present information and answer questions. Broads Authority officers and Members will also attend.

Ad hoc discussion

- 4.5. As well as these conferences, we can have **ad hoc special meetings** of the Broads Forum to discuss urgent or important matters. These meetings can be held at short notice and as agreed by the Authority and Forum Chair.

Chair and reporting processes

- 4.6. The Forum can have an independent Chair, selected through an open process, to chair conference events and special meetings.
- 4.7. The current list of Forum interest groups will be updated and expanded, and all groups will be invited to conference events. Groups can send anyone to represent them, and this can vary depending on the topics being discussed. Targeted interest groups would be invited to ad hoc special meetings as agreed by the Authority and Forum Chair.
- 4.8. Outputs from conference events and ad hoc special meetings will be reported to the Broads Authority and/or relevant organisations to take action and ongoing progress will be reported back to all Forum groups.

Regular contact for individual groups

- 4.9. Interest groups can contact the Authority at any time and can also make use of existing consultative partnerships. In our survey, Forum groups were positive about using the following methods.
- Make use of topic/area based consultative partnerships in the Broads, particularly where accountable or influencing bodies are in attendance. Lobby partnerships, ask to attend their meetings or invite them to your own meetings. The BA can support stakeholders in this process. Examples of partnerships: Broadland Catchment Partnership, Broads Tourism, Upper Thurne Working Group, Broads Environmental Education Network and Broads Biodiversity Partnership.
 - Invite officers or Members from the BA, other accountable or influencing bodies, consultants or specialists to your own group meetings or events to present information and answer questions.
 - Promote direct contact between interest groups or individuals and named BA officers. If the BA is not the relevant body to speak to, it can help put you in touch with the appropriate sources.
 - Sign up to BA and partnership newsletters and social media (Twitter/Facebook) feeds
 - Liaise with the BA through parish councils or other community representatives (the BA hosts regular Parish Forum events for parish council representatives).

 - Respond to formal and informal consultations.

- Attend or take part in public events with a BA/Broads presence (e.g. Broads Outdoors Festival, Broads Village at the Royal Norfolk Show, environmental education days).

5. Summary

- 5.1. The interest groups that make up the Broads Forum have a wide-ranging depth of knowledge and insight to bring to the Broads Authority on important issues for the Broads. However, the current structure of the Broads Forum does not encourage this, creating frustrations for all involved, and new ways of working are therefore suggested. All Forum groups have been invited to this meeting and your ideas are welcomed.
- 5.2. Your feedback will be reported to the Broads Authority on 18 May.

Attachment: Appendix A

Contacting the Broads Authority

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Website: www.broads-authority.gov.uk

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Information centres: Hoveton, Whitlingham Country Park, How Hill

Appendix A

Comments/suggestions from Broads Forum groups in response to the survey questions

About the Broads Forum

Membership representing interests and diversity of the Broads

- Never been terribly keen on the idea of one representative at the Forum representing a number of organisations, and would rather that each interested body had its own representative, albeit we accept that could risk larger unwieldy meeting.
- Don't have strong links with other organisations in interest group – but uses BEEN (Broads Environmental Education Network) to connect with other educational bodies.
- General lack of understanding of farming issues/stresses. Specific issues mainly around Thurne/ Ant, elsewhere ok. Farmers don't get fair hearing/press.

Level of connection with nominated member

- Know about the Forum - however have remained largely ignorant of it until quite recently, probably because of the low value of outputs from it in terms of debate, leadership and direction.
- Have no contact with the Forum, who is the rep?
- Other conservation interest groups don't send representatives. Feel like a lone voice.
- Not sure Broads Forum is relevant to my organisation.

Agenda items

- Breadth of consideration must not get narrow, vital to draw on all interests/wider interests that impact on environment including interests on natural, built, social, and economic matters.
- The current agendas are not dynamic enough.
- Organisation has limited time so is unlikely to attend Broads Forum meetings.
- Theory of the Broads Forum is a good idea but in practice it is unlikely to become high enough up the agenda to make attendance likely.
- Has contact with the Broads Authority through BEEN and happy with this. Would attend Broads Forum meetings if there were items of interest on the agenda.
- The Forum is a good method but it currently has a fixed agenda. This makes it difficult to engage in discussion.
- Recognise that not all elements are best tackled through the Broads Forum with the example of current consideration of agri-environment schemes changes being better tackled by small group discussions with farmers.
- The content of the Forum is wrong. A concentrated basis is needed so Members can engage in discussions.

The Forum's impact on the Authority's decision making

- There is no link between the Broads Forum and the Broads Authority, information is not getting to the full Authority. Broads Forum Members don't receive responses to their questions.

- Broads Authority Members should be more involved and give more direction to Broads Forum Members – Broads Forum Members should have a stronger role to play.
- Feel issues decided before they reach Broads Forum. Think Broads Forum should continue.

Open and constructive discussion

- Broads Forum can be dominated by a few individuals, restricting others.
- Recently discussions at meetings have tended to be dominated by a few and concerns were not always within the responsibilities of the Broads Authority and the chair had not been so adept at controlling the members and getting helpful outcomes.
- Groundhog Day – same individuals bring up same issues time and time again. Members should have a set time to put their case so not dominated by a few individuals.
- No commonality of view between representatives on what Broads Forum is trying to achieve.
- There is not a lot of commonality between the Broads Forum interest groups.
- Success of the Broads Forum is dependent on all Members taking an interest and active role.
- Would like to see clarity of purpose and that purpose embraced by Broads Forum Members.
- Broads Forum meetings not always a constructive use of time: more likely to attend if there is something specific of interest on the agenda
- Organisation personally has a good rapport with Officers, however has perceived that the current format of the Broads Forum creates friction between Officers and Members of the Broads Forum.

Other general feedback

- The Broads Forum has a vital role in communicating between the Broads Authority and the general public
- Broads Forum is very helpful and would be sad to see it go; it is useful to air views and hear views of others.
- Find Broads Forum meetings helpful, and have used them to voice some issues.
- There is a place for the Broads Forum but don't feel it is working in its present form.
- The Broads Forum format is more presentations than dialogue between Members/groups.
- Several groups commented that they found presentations at the Forum useful and interesting and would like to see more of them.
- Broads Forum is an opportunity for people to have an input to the Broads.
- Agenda items are of interest to those working in the Broads.
- Broads Forum content doesn't cover the Norfolk Broads enough.
- Very supportive getting a range of views coming together. Understood that Broads Forum was working well.
- Locality of meetings not ideal, but moving away from Norwich may present other difficulties.
- Would like better engagement with the Broads Authority and to know more about what's going on. Broads Forum could be a way to do this if had a better understanding of the Forum's functions.
- Concept of Broads Forum good but worked better in past.

- Topics covered by the Forum have been really good over the years.
- Not clear what the function of the Broads Forum is in its current state. Suggest a change in format.
- The format of the Forum needs refreshing.
- Noted the wider reputation of the Broads Authority (disgruntled people using internet forums to voice views), suggested utilising the Forum to counter this and to promote the Broads Authority more positively.

About options for change

Focused debate

- Focused meetings: agenda items should come from Broads Forum and Broads Authority Members
- Suggested Broads Forum meet before Broads Authority meetings so that Broads Forum members can comment on the Broads Authority agenda.
- More priority needs to be given to environmental issues (climate change). The Forum is typically concerned with boating/mooring issues. Suggested a focussed meeting on environmental issues.
- Regular face to face update once a year might be helpful.
- Hold meeting in Broads once a year.
- Suggests central themed meetings - recreation/ access/ sailing/Anglian.
- Allow for more flexible meetings to min 2 per annum if no pressing matters. Broads Authority should inform Broads Forum of activities that need scrutiny or advice.
- Can see a place for a Forum type approach but more likely to be coming together of people on a specific project where there is definite items to talk about.
- Helpful to have health/ disability/ access issues considered in all Broads Forum discussions.
- 4 meetings a year may be too much but annual meeting may be helpful.
- Suggests members should be requested to submit agenda items under set headings, e.g. Agriculture, Tourism. Officers also to contribute.
- Have slimmed down themed agendas. Create task and finish groups where needed. Webinar/conference calls/e-mail correspondence are all options.
- Broads Forum could focus more on Broads Plan objectives.

Ad hoc discussion

- Create opt-in email to send updates about agendas/minutes to all organisations.
- Not just physical meetings - there are other ways to communicate remotely.
- Area meetings in response to requests for local networking.
- Annual get together to learn things and network might be worthwhile.

Chair and reporting processes

- Good chairing important.
- Use 'guests' to chair meetings with specific themes.
- Recognised the value of having an independent chair perhaps recruited through a formal targeted process drawing in people with skills from relevant backgrounds.
- Introduce rotating Chair.
- Consider a different representative? Current rep been on Broads Forum a long time.

- Suggests agenda to include 'open time' for members to give updates to each other.
- Use wide range of interest groups to pull out a series of individuals (15-20?)
- Keep minutes short and focused on actions.
- Ask Member organisations to change their rep if input not received.
- Suggests a brief report be presented at Broads Authority meetings by the Broads Forum Chair summarising Broad Forum discussion. Opportunity for questions.
- Suggested including additional groups in the membership e.g. Campaign to Protect Rural England.
- Invite comments from organisations that have not been represented at all least one meeting of the last three and review if their continued participation is still relevant. At the same time review if there are other additional organisations who are not currently represented.
- Suggested refreshing Broads Forum terms of reference.

Regular contact for individual groups

- Regular email would be useful to keep up to speed. (CEO briefing is news matters and not necessarily topics Broads Forum should cover)
- Regular newsletter (electronic) would be valuable to be kept in the picture.
- Recommend replacing Forum with an arrangement that gives stakeholders the opportunity to feel involved, and suggest a) increasing use of digital media to share information, b) From time to time, "Town-Hall meetings", perhaps annually, perhaps one for Navigation interests and involving Navigation Committee members, and one for NP/Tourism interests involving Authority members. These sound similar to the last several parish meetings, but they work best in a regular annual slot at the same time of year each year.

About other engagement methods

- Broads Forum not always the best method to discuss some issues – would go directly to officers. Some group's issues are not necessarily relevant to the other bigger organisations in the Forum.
- Tend to go direct to the Broads Authority with issues rather than via the Broads Forum.
- Broadland Catchment Partnership or arranged meetings with key players (NFU/farmers, EA, NE and NGOs) may be more appropriate than Broads Forum. Themed discussions good where there are problems – but difficult to get key players round table.
- Organisation uses variety of ways to communicate with the Broads Authority, overall communication very good. The organisation passes on information (such as consultations on the Broads Plan) in different ways and makes their members aware through their regional newsletters.
- Confident in contacting BA with issues assume that would be reciprocal. Links through Water, Mills and Marshes project also good and welcome. Digital and social media important way to raise awareness and help people buy into things.
- Suggested an annual senior leadership meeting to establish a joined up approach to engagement.
- In the past have had direct contact with Broads Authority Members: Organisation has made presentations to the committees.
- Social media is powerful. However not everyone has the time/inclination to use it in their personal time.

- Use the Broads Authority website a lot, it's very useful as well as very necessary and critical to a sustainable paperless Authority.
- Find monthly CEO briefing useful.
- Supportive of idea of using Broads Authority Members to attend parish meetings.

Broads Forum meeting on 26 April 2018
Feedback on consultation with Broads Forum groups

Many of the comments at the meeting were similar to the feedback from the survey with Broads Forum groups. Key points made at the meeting were as follows:

- Views of the Broads Forum are not effectively being heard. It should be a circular loop. People outside of the Authority struggle to be heard.
- Discussion at the Forum highlighted that some organisations engage well with the Broads Authority and others do not. Was it the role of the Forum to improve this engagement?
- Some Broads Forum Members criticised the lack of a response from the Broads Authority to the work of the Forum, noting that Broads Forum minutes are received at the end of the Broads Authority agenda so do not get full attention. It would be more effective if the Broads Forum item is further up the agenda.
- The Forum is a consultative group but members don't feel valued and think their opinions are not being listened to.
- Don't see the Forum as a place to discuss certain issues, would rather speak directly with the Authority.
- The Authority has 1:1 relationships with organisations, thinking everyone else knows what is being discussed.
- Some Forum Members see the Broads Forum as part of the decision-making process, and others see it as consultative only. Clarity of purpose is needed.
- The Forum needs to be enhanced, Members are here because they love the Broads and want to enhance and protect it; they attend meetings to make a difference. The Authority needs to be perceived to be listening to the Forum.
- Recently the issues with the Forum itself have been the agenda. Does the Broads Forum agenda have any relation to the Broads Authority agenda? Would like the chance to express views before items are presented to the Broads Authority.
- For some organisations the Broads Forum is the only vehicle to get views across.
- Broads Forum meetings are lengthy and members that work don't always have the time to attend.

Comments on the proposal for the way forward

- General feedback was that the proposal was reasonable and the round-table workshop was welcomed.
- The recent review of the Broads Forum has been useful. It's healthy to see if it is still fit-for-purpose. The consultation feedback presented is accurate and reflects a need for radical change.
- It was suggested that Members and stakeholders have an informal space for discussion, similar to the suggestion made by the Peer Review for Authority Members.

- Some things are beneficial to a group setting as the organisations share a lot of overlap. Would like to see opportunities for the organisations to add to the agenda for workshops in the future.
- It would be a benefit if Broads Authority Members and Officers were present at the workshops/conferences.
- A workshop format would need a clear action at the end of the session and it would need to be seen to be going to the Broads Authority. Feedback from the Authority could be circulated via email or at the next workshop event.
- It was emphasised that those that don't feel represented need to be encouraged to attend the workshops.
- It is worth attending meetings as a 'critical friend'.

Recommendations from Broads Forum Members

1. Focus on important Broads issues

The following views were expressed:

- The key issues are all related, treating them separately is not a good idea.
- Broads Forum should be asked for issues to discuss as well as for the solutions. This would give Broads Forum Members ownership.
- Forum members should be emailed 1 month prior to a meeting for agenda items to give them a chance to approach their own organisations for items to raise.
- Navigation should be included in the key issue discussions.

2. Get the right people together

The following views were expressed:

- There is a large body of stakeholders, but only a small number attend Broads Forum meetings. The benefit from attending Forum meetings is hearing from others, not just voicing one's own particular concern. Important to keep that going.
- Membership list needs to be refreshed.
- Suggested nominating the best person from the organisation to attend the meeting rather than having a fixed representative.
- Forum needs to be widened to use the wide knowledge available; a workshop style with interactive discussion would bring people together.
- A number of people asked that Broads Authority Members be required to attend the workshops so that they would know what was being discussed.

3. Change the format

The following views were expressed:

- Members discussed what a conference style set up would entail: a round-table workshop is a good format but listening to just one speaker is not.

- Workshop is wonderful idea. It would involve a greater number and range of people who the Broads Authority isn't currently in contact with, so it can listen more and work more together.
- Round-table, café-style meetings are preferable to conference arrangements.
- A workshop type setting with high level issues would work however the reporting back from those workshops would be critical; Clear action and output would be needed to report back to the relevant groups.
- Need to consider how the Broads Authority will receive the feedback from the conference style meetings.
- One Member expressed concerns that only 2 set meetings a year would not be appropriate because things can change so rapidly.
- One suggestion was to continue with 4 Broads Forum meetings to include x2 workshops and x2 more formal meetings.
- One member suggested the possibility of task-and-finish groups or ad hoc discussions to help bridge the gap between the proposed x2 key issue meetings and the current structure of the Forum.
- It was noted that there was more to discuss around the procedure and mechanisms of the revised format.

Additional comments

- It was noted that the attendance for the 26 April meeting was limited; in addition to the Broads Forum Members, only 4 organisations (who are not Broads Forum representatives) were present. Some Members questioned the timings of the meetings and if this was a factor in low attendance.
- One Member suggested the meetings be held outside the working day to accommodate those who worked.
- Members commented that they found the monthly Broads Briefing email updates helpful and suggested that the briefings also invite responses from readers.
- It was suggested that organisations could regularly feed in to the Broads Briefing email by sharing and collating key issues with the subscribers.

Broads Authority External Funding Working Group – Draft Terms of Reference
Report by Chief Financial Officer

Summary:	The Broads Authority External Funding Working Group met on 12 April 2018 and has drafted its Terms of Reference which are presented to the Broads Authority.
Recommendation:	That the report be noted and the Terms of Reference be approved.

1 Introduction

- 1.1 The Broads Authority External Funding Working Group met on the 12 April 2018. The Terms of Reference were discussed, as well as the benefits which should be aimed for in developing the external funding strategy.

2 Notes from the External Funding Working Group

- 2.1 The good level of success from the Broads Authority in securing external funding for the short term has been acknowledged.
- 2.2 Members also identified the challenges the Broads Authority is facing due to expected decreased opportunities to access external funding, and the competitiveness of the market.
- 2.3 The working group have agreed to meet ahead of each Broads Authority meeting, with the aim of developing a framework and approach for identifying suitable activities for which external funding should be sought.
- 2.4 The next actions which were agreed are to:
- 1) Get an understanding of current best practice externally;
 - 2) Identify which areas of income should be prioritised; and
 - 3) Test how to use the Broads Plan to identify potential projects.

3 Terms of Reference

- 3.1 The draft Terms of Reference can be found in Appendix A: Broads Authority External Funding Working Group – Draft Terms of Reference.

Background papers: None

Authors: Emma Krelle, Marie-Pierre Tighe, Simon Hooton

Date of report: 27 April 2018

Broads Plan Objectives: Potentially all

Appendices: Appendix 1 – Broads Authority External Funding Working Group
– Draft Terms of Reference



External Funding Working Group

Role and Terms of Reference

Role

A ~~Task and Finish~~ working group to review the options for external funding for the Broads Authority.

The intention is to review the existing situation, consider future needs and opportunities and create recommendations for the Authority on a strategic way forward with a focus on the medium term. The scope will include all forms of ~~income~~ external funding, an indication of how priorities will be determined, and the levels of income that might be expected.

Terms of reference

- (i) To be cognizant of the Authority's three main purposes and statutory duties. The strategic approach is to be informed by and linked to the strategic issues identified in the Broads Plan (2017) and other guiding strategies and the aspirations from Defra as expressed in the 8 point plan and the 25 year Environment Plan.
- (ii) To target the needs of the Authority as identified through the strategic actions in the Broads Plan. More specifically, to identify specific projects for which external funding would be needed and to map external funding streams of income and the processes to bid for it. Consideration should be given to any multiple benefits that can be gained through the new income including close/ closer partnership working.
- (iii) To identify potential sources of one-off and repeat income from sources away from the National Park Grant and Tolls income and rank the potential value for meeting the Broads Authority's needs.
- (iv) To consider the resource requirements needed to support new activities and whether this will require recommendations around ways of working, prioritisation and allocation of tasks.
- (v) The working group will identify at the earliest opportunity the milestones, timelines and deadlines needed to effectively complete its task, and will put in place mechanisms to report to the Management Team and to the full Authority.

- (vi) The working group will develop a recommendation on how members would provide on-going support to the Authority for the implementation of the external funding framework.
- (vii) Membership of the working group will include Members and Officers who will jointly identify and undertake the necessary actions which may include involving others in wider research and benchmarking.

Membership of the Group

Kelvin Allen
John Ash
Matthew Bradbury
Lana Hempsall
Greg Munford
Marie-Pierre Tighe
Emma Krelle
Simon Hooton

Broads Authority 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*

While having 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 or work in the Broads.*

Draft v1 27-3-18 SKH_MPT
| [Draft v2 12-3-18 amendments](#)

Health and Safety
Report by Head of Safety Management

Summary: This report presents the annual health and safety report and the annual review of marine incidents.

Recommendation: That the Authority

- (i) note the priorities for action on internal health and safety for the coming year, which are to:
 - a) Continue the promotion of safety reporting system to help to influence a positive change in culture and to capture near miss events (Opportunity for Improvement)
 - b) Focus on reducing the number of incidents resulting from slips, trips and falls.
 - c) Commence monthly health and wellbeing communications with staff and volunteers
- (ii) to note the Annual Marine Incident Statistics.

1 Introduction

- 1.1 This report covers three health and safety matters, the annual safety report and annual marine statistics.

2 Health and Safety Annual Report

- 2.1 Health and safety has always been a high priority for the Broads Authority because of the environment in which it operates. Over the last ten years the safety of visitors has been the focus for heightened activity with the Broads Authority Act 2009 and the Port Marine Safety Code providing a framework for action. Similarly the health and safety of staff has been a high priority and this is due to the environment employees work in and the use of heavy and potentially dangerous plant and equipment. The first annual report was presented to the Authority in May 2012. Appendix 1 contains the report for the period 2017/18.
- 2.2 The Authority continues to demonstrate a good safety record and incident and accident rates are consistent with previous years. The benchmarking information highlights a downward trend in Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) reported incidents but the pressure for continued improvement remains. It is recognised that continued resource and commitment at all levels will be required to improve the overall safety performance and culture in future years, particularly in areas of housekeeping, supervision and employee hazard awareness.

- 2.3 This approach combined with a proactive programme of promoting employee wellbeing demonstrates the Authority's commitment to maintaining a long term positive health and safety culture.

3 Annual Marine Incident Statistics

- 3.1 Appendix 2 provides details of the marine incidents reported during the period April 2017 to March 2018, including an analysis of deaths and personal injury since 1993. When consideration is given to the large number of visitors to the Broads, the statistics demonstrate that the Broads continues to be a safe place for boating and boating related activities.
- 3.2 The Broads Authority has sought to continue to highlight the message of personal responsibility for safety in its publications and has encouraged boaters to take a more proactive role by becoming better-informed and wearing lifejackets at critical times. Reports from officers have indicated that again this year has seen a noticeable increase in the number of boaters seen wearing lifejackets particularly on hire boats but this is balanced by many near misses where people not wearing life jackets fall into the water.
- 3.3 Notable issues are:
- Boat fires continue to remain at a low level demonstrated in previous years. All boats involved in fires held current Boat Safety Scheme Certificates.
 - The vessels onfire related data suggest that when viewed over several years, the statistics continue to demonstrate a fairly static position.
 - It should be noted that there was one fatality relating to incidents from boating use which was attributed to natural causes.
 - The majority of incidents where hospital treatment was required continue to be attributed to embarkation and disembarkation with an increase in numbers in comparison with the previous years.
 - Incident reports can be submitted on-line via an electronic form which can be found on the Broads Authority website <http://www.broads-authority.gov.uk/>
- 3.4 In terms of next steps, it remains important for all agencies and organisations to continue to raise awareness of the Carbon Monoxide hazard. Leaflets and a communications campaign has been developed jointly between Council for Gas Detection and Environmental Monitoring (CoGDEM)and the Boat Safety Scheme.
- 3.5 Rangers have been briefed on the dangers and effects of carbon monoxide and will be engaging with the boating community to continue to help raise awareness of the hazard and the signs of carbon monoxide poisoning, as well as stocking Carbon Dioxide alarms for sale.
- 3.6 In an effort to encourage more people to wear lifejackets or buoyancy aids the Authority and its partners, Broads Hire Boat Federation, Norfolk and Suffolk

Boating Association and the booking agents Blakes and Hoseasons are to continue to support and promote the “Wear It” safety message.

Background papers:	Previous annual reports
Author:	Steve Birtles
Date of report:	30 th April 2018
Broads Plan Objectives:	4.3
Appendices:	APPENDIX 1 – Annual Health and Safety Report 2017/18 APPENDIX 2 – Annual Marine Incident Statistics 2017/18

Annual Health and Safety Report 2017/18

1 The Authority's commitment to employee Health and Safety and the arrangements for management and delivery are set out in the Health and Safety Policy which is published on the Authority's Intranet and communicated to all staff. Supporting policies have been developed to set out arrangements for the management of specific hazards. All hazards that are encountered by the employees are risk assessed and a series of generic risk assessments have been developed. Task specific risk assessments are completed for all work sites. This system is well developed and in regular use by employees.

2 This Year's Training

2.1 The Authority has continued to deliver health and safety training using both internal and external resources. Training activity over the 2017/18 period included:

Risk Assessment	CoSHH
First Aid	Standby Training
Chainsaw refresher	VHF Radio
Manual Handling	Large vessel handling
Brush Cutter / Trimmers refresher	Slinger signaller
Boat Handling	Working at height
Fire Marshal	Abrasive Wheels
Hazardous Boat Inspections	DSE Risk assessment
Launch Handling	Supervisors course

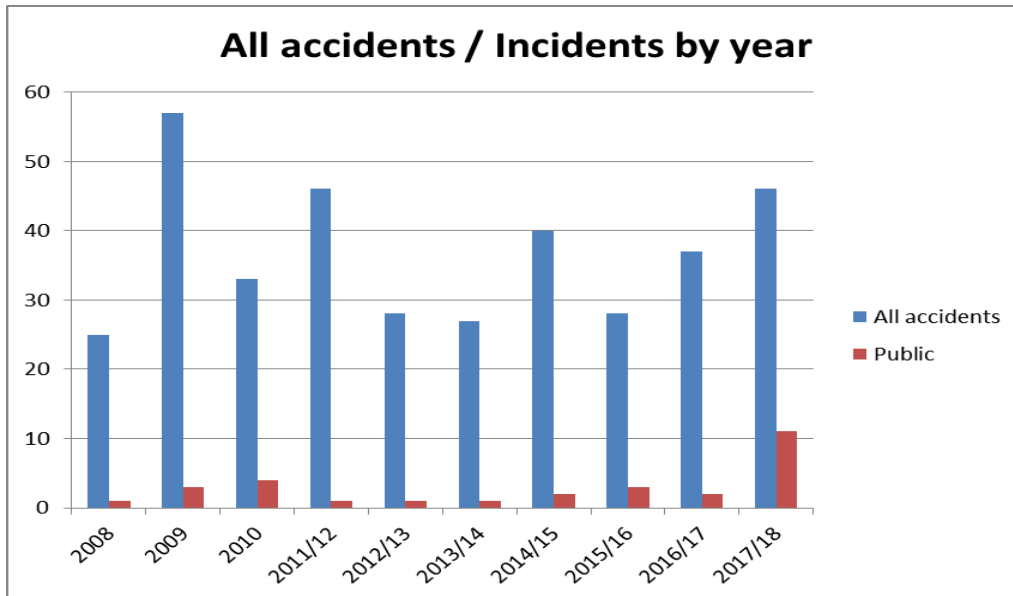
3 Implementation of the Authority's Condition Monitoring System

3.1 The main activity over the last year has been the implementation of the Authority's condition monitoring facility to replace the paper based system used by Rangers for checking and reporting defects. The graphical information system (GIS) based tools allows for the mapping of all assets onto the Authority's database and document management system. Rangers are now using electronic tablets to record condition of moorings and land based sites when on their duties, defects are logged on the devices and automatically forwarded to the maintenance supervisor for action.

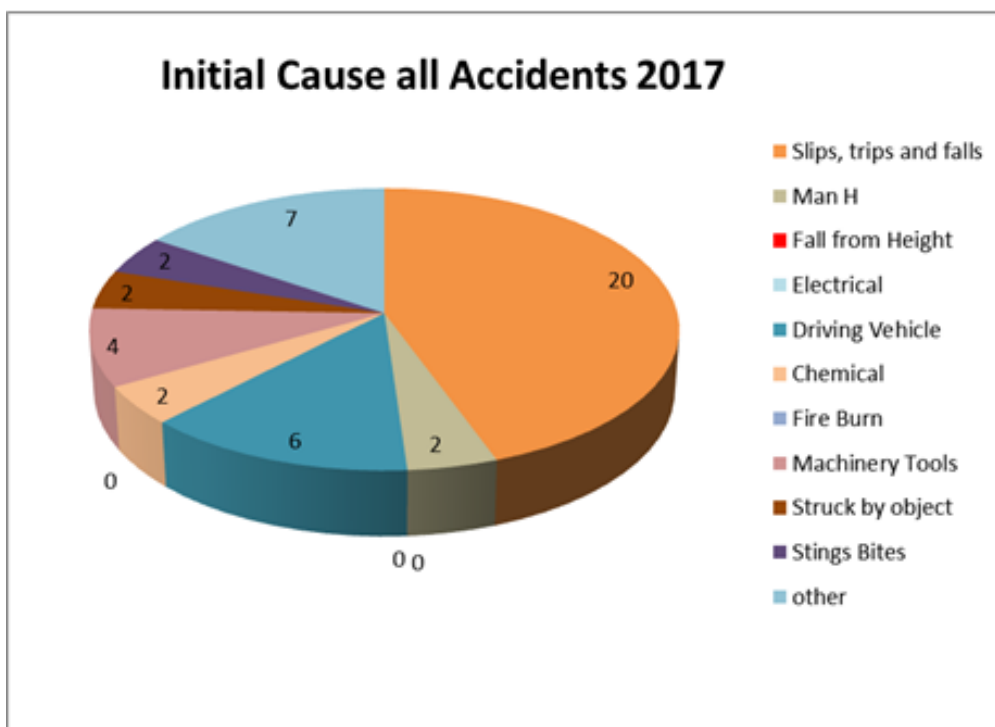
3.2 The system is to be extended to record all signage and safety related furniture found on navigation area. To date progress has been good and currently furniture is being "captured" and mapped on the GIS system and it is envisaged that the new updated system will be rolled out to Rangers during the early summer period. This new system will assist the Authority in its duties with regard to the management of the "aids to navigation" required by Trinity House.

4 Accident Information

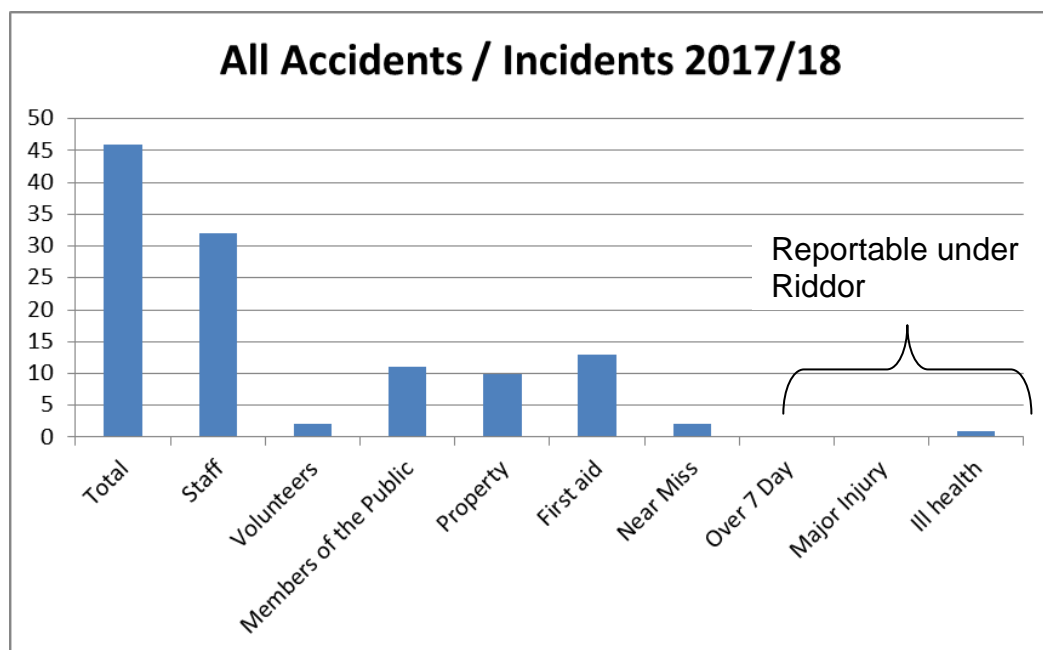
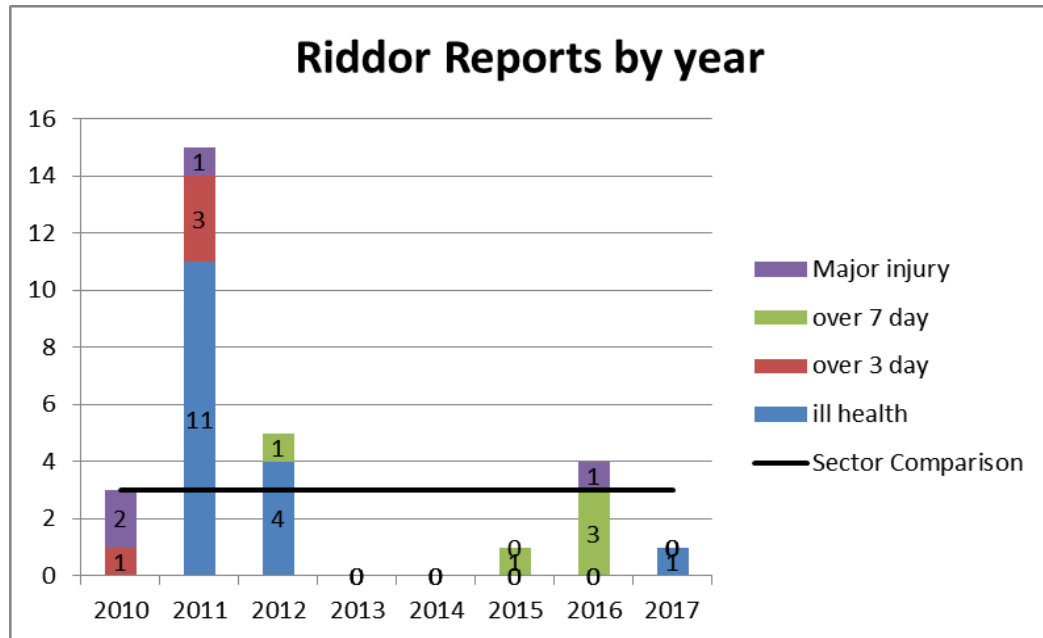
4.1 The following graph shows the number of accidents reported over the last ten years a total of 321 with an average of about 32 per annum. The total incidents (46) have shown a disappointing increase on last year however this may be explained by more accurate reporting especially relating to the public at Broads Authority sites.



4.2 The following pie chart shows the nature of the accidents which are very much in line with experience of previous years in the terms of cause and their incidence. The increase in slips trips and falls incidents indicates that there is more work to be done to continue to keep staff safe.



4.3 The next graph breaks down the figure of 46 reported incidents for the period from 1 April 2017 to 31 March 2018 based on the definitions contained in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) which represents those incidents that are notified to the Health and Safety Executive (HSE).



4.4 The reporting regulation changed in 2012 and employers are no longer required to notify the HSE of work related absence over 3 days, this has now been change to 7 days absence.

4.5 During the reporting period the Authority had no prosecutions, prohibition notices or improvement notices.

5 Accident Incidence Rate (AIR)

- 5.1 The AIR indicator measures accident statistics, and is a calculation that the Health and Safety Executive and most organisations use to measure their accident rate. By providing this figure the Authority can benchmark itself against organisations which encounter similar hazards in their operations.
- 5.2 The sector selected for comparison is “Specialised Construction” which demonstrates a similar hazard profile to that encountered by the Authority in its operations. The reference sectors three year average AIR score of 1,240 would equate to 3 RIDDOR reportable ill health/accidents per annum. The return to a level below the sector average is welcomed with only 1 Riddor report this year.

6 Near Miss and Safety Observations

- 6.1 There have been 76 safety observations made by staff over the reporting period. Of the 76 in total 61 were sited opportunities for improvement, 15 were near misses. The Authority currently uses two different systems to record such occurrences and it is proposed that the safety committee will amalgamate the two systems.
- 6.2 It is the intention to continue to promote the reporting of safety issues as they form the basis of near miss reporting which in turn will begin to drive down the accident figures as corrective and preventative measures are implemented.

7 Health and Safety Committee

- 7.1 During 2017/18 the Safety Committee has worked on a range of issues notably the revision of all generic risk assessments, Reviewing Accidents and investigations, Progressing Audit actions, monitoring of noise at work, hygiene training.
- 7.2 Follow the Committee’s recent meeting in which the annual accident statistics were reviewed, it was recommended that work for the forthcoming year should be focussed on the following areas:
- Continued promotion of safety reporting system to help to influence a positive change in culture and to capture near miss events
 - Focus on reducing the number of incidents resulting from slips, trips and falls.
 - Commence monthly health and wellbeing communications with staff and volunteers

8 Proactive Measures

- 8.1 The Authority through its Employee Assistance Programme provides advice and support to its employees delivered by an independent provider “Insight”. The programme includes the following features:

- Unlimited access to Insight Wellbeing at Work's 24 hour telephone counselling helpline
- Support and signposting to appropriate services and sources of information
- Legal and financial helpline
- Management advisory service
- Access to Employee Wellbeing Portal
- Support calls

8.2 The employee assistance programme was used on 10 occasions during the 2017/18 reporting period. The support further breaks down in the following areas:

Ad-hoc Counselling Support from Helpline	4
Legal / Financial Advice	1
Face to Face Counsellor Referral	4
Awaiting Response from Client	1

8.3 The Authority also provides health surveillance via its occupational health providers of those staff who may be affected by exposure to certain hazards such as vibration or noise. Additionally occupational health professionals are employed to provide guidance where additional measures are required for the management of specific issues. Occupational health use during the 2017/18 reporting period:

Occupational Health Advisor	63	occasions
Occupational Health Physician	12	occasions
Health questionnaire paper screening	10	occasions

Annual Marine Incident Statistics

1 Introduction

- 1.1 The reporting period is from 1 April 2017 to the end of March 2018. The report is limited to the Broads Authority's area of marine responsibility. Notable incidents are listed below.

2 Summary of Incidents Reported

2017	Incident Details	Hazard Log Category
16/04	Fire on board an abandoned vessel.	Fire
16/4	Female sustains injury to leg – disembarked grounded vessel on Breydon Water.	Injury
24/4	Fire on unoccupied vessel moored at Broadlands Holiday Park, Oulton Broad.	Fire
4/5	Elderly Female fell from hire vessel into river. Taken to hospital, mild hypothermia. Resumed holiday same day.	Fallen in.
13/5	Female tripped while disembarking hire cruiser. Suspected broken wrist.	Embarkation/Disembarkation
17/5	Female fell and slipped on a bank while disembarking. Suspected broken ankle. Rangers and air ambulance attended.	Embarkation/Disembarkation
23/5	Coastguard attended a casualty on board a hire vessel with a suspected broken wrist. No further details.	Injury
25/6	Female fell into river Bure from hire vessel. Suffered chest pains. Taken to hospital.	Fallen In
27/6	17 yr. old fell overboard at Wroxham Broad. Sustained mild head injury. Attended hospital, released same day.	Fallen In
1/7	Coastguard and Hemsby Rescue extract casualty with head injury from hire vessel at Cockshoot mooring.	Injury
7/7	Hemsby Rescue and Fire Service attend a male fallen overboard at Salhouse. Assessed by ambulance service and returned to boat. Minor injuries.	Fallen In
8/7	Coastguard assisted Ambulance service to extract a casualty with a broken leg from a yacht. Transferred to hospital.	Injury
9/7	Male injured leg when he was sitting on front of day boat that collided with a cruiser. Made his own way to hospital.	Injury
15/7	Male fell into river at Womack Dyke. Female	Fallen In

	entered to rescue. Both recovered. Ambulance later took him to hospital when he became unconscious.	
16/7	Female fell from hire boat while disembarking. Taken to hospital in taxi.	Embarkation/ Disembarkation
17/7	Coastguard and Hemsby Rescue assist Ambulance service – 89yr old female with leg bleed on bank of R. Thurne.	Injury
18/7	Canoeist suffers cardiac arrest in R. Waveney. Transported to hospital.	Medical
21/7	Coastguard and Ambulance attend female with breathing difficulties moored at Gays Staithe. Casualty remained on vessel.	Medical
24/7	86 yr. old woman fallen from a vessel and dislocated shoulder. Coastguard/Ambulance/Ranger attends. Transported to hospital.	Embarkation/ Disembarkation
1/8	Male fell from private vessel at Sutton Staithe. Transferred to hospital with possible broken cheek bone.	Fallen In
1/8	Female suffers damage to teeth after a collision between hire vessel and sailing vessel.	Injury
3/8	Female fell from hire vessel while mooring at Acle. Severe partial severed foot sustained due to foot in propeller.	Injury
3/8	Person on board a trip boat suffered a stroke in the Horning area. Transferred to Hospital.	Medical
8/8	Child fallen in river Wensum at Norwich Yacht Station. No injuries.	Fallen In
9/8	Female injures ankle disembarking hire vessel in Wroxham. Taxi to hospital.	Embarkation/ Disembarkation
24/8	15 yr. old fell in whilst mooring at Norwich Yacht Station. No injuries.	Fallen In
25/8	Male had a seizure and struggling for breath on board hire boat, R. Bure.	Medical
26/8	Female tripped and fell in river at Reedham Quay. No Injuries.	Fallen In
29/8	Male fell into river Bure at Acle whilst walking his dog. Minor injuries.	Fallen In
01/09	Person fell on hire vessel – broken leg.	Injury
03/09	Elderly male unconscious on hire vessel.	Injury
03/09	Female fell in hire vessel. Back injuries.	Injury
05/09	Woman rescued from R Wensum at Norwich Yacht Station.	Fallen In
07/09	Male with chest pains.	Medical
09/09	Male with Heart Attack on hire vessel.	Fatality
09/09	Person fell into water from vessel banged head refused treatment.	Fallen in

19/09	Female fell whilst mooring – broken arm.	Injury
01/10	Vulnerable person in river.	Jumped in
05/10	Female fell in vessel - numerous injuries.	Injury
05/10	Female fell – Head injuries.	Injury
17/10	Male fell from day boat.	Injury
31/10	Child fell into river from vessel – recovered.	Fallen in
02/11	Person fell from vessel from mooring.	Fallen in
25/11	Person fell into river whilst walking.	Fallen in
30/11	Woman jumped into river at NYS refused to get out. Weather and water very cold.	Jumped in
21/12	Male suffered hernia whilst walking by river.	Injury
04/01/18	Man fell into river boarding vessel.	Disembarkation
09/01	Vessel fire. R Yare. No injuries.	Fire
07/02	Man jumped in to river at Fye Bridge St.	Jumped in
10/03	Female with severe infection on hire boat at Irstead. Ambulance attended	Medical
10/03	Suicidal female in water at Wroxham. Police and CG in attendance	Jumped in
14/03	Body of female found in river at Beccles. Police, ambulance and CG attended	Unexplained death
29/03	Male jumped into river at Hoveton. Police attended, mental health issues	Jumped in
30/03	Female slipped on uneven quay heading at Ranworth and fell in. Minor bruising.	Fallen in

3 Conclusion

- 3.1 The incidents to date do not appear to be dissimilar to those presented in previous years. Records show that incidents requiring medical treatment have increased.
- 3.2 As with previous years evidence suggests that disembarkation and falling in remains to be the main area of activity which results in injury and potential for drowning.

4 Looking Forward

- 4.1 The National Water Safety Forum’s UK Drowning Prevention Strategy was launched in 2016 at Westminster which calls for organisations to work together to deliver safety messages and encourage participation. The strategy aims to reduce accidental drowning in the UK by 50% by 2026.
- 4.2 The Broads Authority will work with stakeholder groups to assist in the delivery of the strategy initially to continue to promote the “Wear it” campaign and to raise awareness of everyday risk in, on and around water by sharing information.

- 4.3 The Authority is currently working with the RNLI, Lowland Search and Rescue and Broadsbeat to help a launch of the RNLI Community responder programme.
- 4.4 There will be 12 Super Safety Days and Evenings this year where Rangers will provide information and advice on Carbon Monoxide, Tolls, Life jackets, and general safety related issues.
- 4.5 Following the recent Boat Safety Management Group meeting where this report was debated it has been requested that future reports include specific details that relate to “anti-social behaviour” incidents.

Background papers:	Previous annual incident reports
Author:	Steve Birtles/ Clive Rushworth
Date of report:	9 April 2018
Appendices:	Appendix – Table 1 Analysis of Death/Injuries Since 1993 Appendix – Table 2 Analysis of Fire and Explosions Since 1993

TABLE 1

Analysis of Death/Injuries Since 1993

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
<u>Death</u>																										
No of deaths on or from boats	2	2	3	1	1	3	2	1	3	2	6	0	0	2	0	0	0	2	4	2	0	2	1	5	1	
Reported deaths not related to boating	1	3	4	-	2	1	4	4	2	3	1	0	7	2	1	1	3	3	3	8	2	5	4	2	1	
<u>Cause of death</u>																										
Severe injury	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	
Heart Attack	0	2	0	0	0	0	1	1	0	1	0	0	0	1	0	1	2	2	1	5	0	1	1	3	1	
Drowning	0	1	2	1	0	4	5	1	3	3	5	0	4	3	0	0	0	1	3	2	0	5	3	0	0	
Asphyxiation/CO poisoning	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
Terminal Illness																										
Not Known	0	2	4	0	2	0	0	1	0	0	2	0	3	0	1	0	1	2	2	0	0	1	0	2	1	
Reports of people inadvertently entering in the water See footnote.	0	0	3	2	4	8	2	5	1	4	15	16	12	23	29	17	34	20	17	18	12	22	19	21	12	
No of persons reported as requiring hospital treatment	0	0	0	9	8	7	9	8	7	7	18	2	4	13	12	11	22	30	17	15	19	14	13	30	36	
Nature of injuries																										
Head	0	0	2	0	4	1	3	2	1	1	1	1	3	1	1	5	3	3	1	3	3		2	7	3	
Arm/hand	0	0	2	1	6	0	0	1	3	1	1	1	0	1	6	4	1	4	4	2	4	1	0	3	4	
Leg/foot	0	0	3	5	4	2	4	1	2	2	2	2	1	3	7	5	7	8	3	6	4	3	4	9	8	
Torso, ribs, chest, back	0	0	1	0	2	0	1	4	1	1	2	0	1	4	3	0	2	4	2	0	2	2	2	1	5	
Not described	0	0	1	1	0	0	0	0	0	0	10	2	1	4	0	0	8	10	2	2	5	1	4	6	12	
Asphyxiated/CO poisoning	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2	0	0	0	
Burns/Scalds	0	0	0	1	1	4	1	1	0	2	1	0	0	1	1	0	1	2	1		1	2	0	0	0	
Heart attack																			3	5	1	2	1	5	3	

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.

TABLE 2

Analysis of Fire and Explosions Since 1993

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Number of incidents	2	4	7	2	5	4	6	3	4	2	2	0	2	22	8	4	4	3	3	1	1	1	0	2	2
Vessels involved (Private)	2	3	5	1	3	4	3	2	2	2	1	0	1	18	10	4	2	2	2	1	1	3	0	1	2
Vessels involved (Hire)	0	0	3	1	2	0	3	1	2	0	1	0	1	4	1	0	2	1	1	0	0	0	0	1	0
Prime cause LPG	0	0	2	0	0	2	0	1	1	0	2	0	0	0	1	0	0	1	0	0	1	0	0	0	0
Prime cause Petrol	0	2	2	0	1	1	1	0	0	1	0	0	0	1	2	0	0	0	2	1	0	1	0	0	0
Prime cause Electrical	1	0	0	0	2	0	0	1	1	1	0	0	1	0	1	2	2	1	1	0	0	0	0	1	0
Prime cause Other	1	1	3	2	2	1	5	1	2	0	0	0	1	21	4	2	2	1	0	0	0	2	0	1	2
No of vessels total loss	0	1	3	1	2	0	1	2	2	2	0	0	0	20	6	2	1	0	2	1	0	0	0	0	1
No of injuries from fires requiring hospital treatment	0	1	2	0	1	3	1	0	0	2	2	0	0	1	1	0	0	2	1	0	1	0	0	0	0
No of fatalities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Broads Authority Safety Management System Internal Audit Findings
Report by Head of Safety Management (PMSC Designated Person)

Summary: This report sets out findings from the recent audit of the implementation of the Hydrographic Policy contained in the Authority's Safety Management System.

1 Background

- 1.1 The Broads Authority, as a Competent Harbour Authority under the Pilotage Act 1987, is required to comply with the duties and responsibilities set out in the Port Marine Safety Code (PMSC)¹.
- 1.2 The Code requires that all harbour authorities base their powers, policies, plans and procedures on a Formal Safety Assessment (FSA) and that they maintain a Safety Management System to ensure that risks are reduced to a level which is as low as reasonably practicable (ALARP).
- 1.3 In 2016, the Authority published a Safety Management System (SMS)² to meet the needs of the updated PMSC.
- 1.4 The SMS requires that the Authority is monitored and audited to ensure that it continues to meet the requirements of the SMS

2 Audit

- 2.1 The Audit was carried out by the PMSC designated person and took place on the 17th May 2017.
- 2.2 The scope of the Audit was to obtain evidence that each element of the Hydrographic Policy was being delivered in accordance with the policy.
- 2.3 The Audit reviewed version 6 of the Safety Management System which was issued in April 2016.

3 Audit Report

- 3.1 The report which sets out the audit findings and recommendations is set out in Appendix 1

¹ Port Marine Safety Code, dated December 2012

² Broads Authority Port Marine Safety Code Safety Management System, Issue 6, dated April 2016

4 Consultation

- 4.1 The Navigation Committee were consulted on the audit report at their meeting on 19 April 2018. The committee were supportive of the findings and recommendations.

Background papers: None

Author: Steve Birtles
Date of report: 1 May 2018

Appendices: APPENDIX 1- Hydrographic Policy audit 2017

Internal Audit Report of PMSC SMS Hydrographic Policy
April 2016

Reference SMS version 6 published

Audit conducted by Steve Birtles, Head of Safety Management and PMSC Designated Person

Date of Audit 17 May 2017	Staff involved: Dan Hoare, Head of Construction Maintenance and the Environment Tom Hunter, Rivers Engineer
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Requirement	Comment	Evidence	Recommendation	Priority
Maintain a 5 year programme of hydrographic surveys, conducted in accordance with Broads Authority specification, of the navigation area, covering the navigable extents of the Broads;	<p>Surveys previously supplied by BESL 2005 to 2009, survey done in 2011 of the entire length of the River Bure and associated broads. Then 3 year survey contract developed and budget allocated.</p> <p>All of the entire network has been surveyed in line with the 5 year rolling programme</p> <p>Annual post dredging surveys are included in the dredging contract to verify finished depths.</p>	Programme of surveys, planned and achieved.	None	

Requirement	Comment	Evidence	Recommendation	Priority
<p>Use the outcome of the surveys to prioritise and inform the dredging programme detailed in the Sediment Management Strategy Action Plan, in accordance with the waterways specification;</p>	<p>Survey data mapped into the Authority's GIS system and Autocad – output non-compliance area when compared against the Waterways specification from the Sediment management strategy. This gives a very basic priority which is further refined when additional considerations are made from the matrix in the Sediment Management Strategy is applied which considers additional criteria such as available disposal areas, reported groundings, boat traffic, etc. Clear method of prioritisation on scoring from the Sediment Management Strategy Action plan. This output feeds into the 5 year dredging programme</p>	<p>Priority Matrix, Sediment Management Strategy Action plan. 5 year Dredging Programme</p>	<p>The Sediment Management Strategy and action plan needs to be reviewed and updated to recognise new data, change in some drivers, disposal cost and opportunities and dredging methods etc.</p> <p>A new action plan will further influence the development of the dredging programme going forward.</p>	<p>Med</p>

Requirement	Comment	Evidence	Recommendation	Priority
<p>Mark safe channels in areas of particular danger, but with due regard for conservation of the natural beauty of the area;</p>	<p>Marked Channels exist on Barton, Hickling, and Rockland Broads, the Lower Bure and Yare and on Breydon Water.</p> <p>Some Lower Bure marks have been added in response to shoals developing. Temporary Marker buoys have been installed on occasion as posts become damaged on Breydon Water.</p> <p>Constant consultation with the RSPB regarding any works on Breydon water with a longer term management plan for Breydon water being developed with Natural England.</p>	<p>GIS and physical identification.</p>	<p>None</p>	
<p>Ensure that those conducting hydrographic surveys, whether Broads Authority employees or third party contractors, are appropriately equipped, trained and competent to undertake the work;</p>	<p>The tender process for selecting contractors sets out the specification for the surveys and competencies of contractors.</p> <p>Tender evaluation process assesses the contractor's competencies via a weighted scoring system. The evaluation process also includes price, technical specifications, methodology etc. to select the most suitable contractor.</p>	<p>Evaluation process document</p>	<p>None</p>	

Requirement	Comment	Evidence	Recommendation	Priority
Maintain forecast tidal data information via the Broads Authority website, and at yacht stations and visitor centres	<p>Forecast Tidal data is published on the Broads Authority Website, also in hardcopy "Tide Tables" available from the Tolls Department of at Tourist information centres.</p> <p>Tide Tables are published in the free visitor newspaper "Broadcaster" available throughout the Broads</p>	<p>Tide Tables 2017-18</p> <p>Broadcaster</p> <p>BA Website view</p>	None	
Publish Hydrographic survey data and cruising notes on the Broads Authority Website	Hydrographic survey data and cruising notes are displayed on the Broads Authority website	http://www.broads-authority.gov.uk/boating/navigating-the-broads/water-depths	None	

Navigation Committee

Minutes of the meeting held on 22 February 2018

Present:

Mrs Nicky Talbot – in the Chair

Mr K Allen

Mr M Heron

Mr M Whitaker

Mr J Ash

Mr J Knight

Mr B Wilkins

Ms L Aspland

Mr S Sparrow

In Attendance:

Ms N Beal – Planning Policy Officer (Minute 10)

Mr S Birtles – Head of Safety Management

Mrs L Burchnall – Head of Ranger Services

Ms M Hammond – Planning Officer (Minute 11)

Mr D Harris – Solicitor and Monitoring Officer

Dr D Hoare – Head of Construction, Maintenance and Environment

Ms E Krelle – Chief Financial Officer

Miss S Mullarney – Administrative Officer

Dr J Packman – Chief Executive

Mr G Papworth – Planning Assistant (Minute 12)

Mrs C Smith – Head of Planning (Minute 10-12,14)

Ms M-P Tighe – Director of Strategic Services

Also Present:

Jacquie Burgess and Bill Dickson.

4/1 To receive apologies for absence

Apologies for absence were received from Peter Dixon, Alan Goodchild, and Greg Munford.

The Chair noted that this would have been Peter Dixon's last Navigation Committee meeting. She thanked Peter on behalf of the Committee for his work and diligent support.

Recordings

The Chair announced that the meeting would be recorded and that the copyright remains with the Authority; however a copy of the recording could be requested.

James Knight declared that he would be making his own recording.

Variation in the Order of the Agenda

The Chairman announced in accordance with Standing Order Item 5(1) (c) that she proposed to vary the order of the Agenda to take item 15 after agenda item 6.

4/2 To note whether any items have been proposed as matters of urgent business

No items had been proposed as matters of urgent business.

4/3 To receive Declarations of Interest

Members expressed their declarations of interest as set out in Appendix 1 of these minutes.

4/4 Public Question Time

No public questions were raised.

4/5 To receive and confirm the minutes of the Navigation Committee meeting held on 14 December 2017

The minutes of the meeting held on 14 December 2017 were signed by the Chairman as a correct record of the meeting.

4/6 Summary of Actions and Outstanding Issues following Discussions at Previous Meetings

Members received a report summarising the progress of issues that had recently been presented to the Committee.

Agenda item 15 Current Issues was dealt with at this point.

4/7 Navigation Income and Expenditure: 1 April to 31 December 2017 Actual and 2017/18 Forecast Outturn

Members received a report which provided the Committee with details of the actual navigation income and expenditure for the nine month period to 31 December 2017, and provided a forecast of the projected expenditure at the end of the financial year (31 March 2018).

The Chief Financial Officer provided Members with a verbal update of the figures up to 31 January 2018. She said that the actual Navigation Income and Expenditure had a favourable variance, of £23,054. She added that the CANAPE reserve was set up at the end of January, resulting in a small decrease to the total reserve balance which is now £649,656.

Members noted the report.

4/8 Powerboat Racing Review 2017

Members received a report on the background to powerboat racing at Oulton Broad. The Head of Safety Management informed Members that at the Annual Power Boat Racing Review meeting the incidents reported for the previous year

were all considered normal racing incidents and the group were content with how they were handled.

Members were informed that the fixture list for the 2018 racing season included an extra Sunday, however this was still within the agreed total of 20 sessions.

Members noted the report.

4/9 Broads Authority Safety Management System Audit Findings and Update

Members were presented with the findings from the recent external audit of the Authority's Safety Management System and the proposed update to SMS.

The Chair thanked the Head of Safety Management for the comprehensive review and thorough report.

The Head of Safety said that the audit was carried out in September 2017 and that the recommendations and timescales set had been responded to.

One Member questioned the comments of the auditor on how safety was documented. The Head of Safety Management responded that this was in relation to Members receiving training for the hazard review about risk assessment. He said that he had taken the view to issue the training as part of the hazard review process when brought to the Navigation Committee in order to refresh Members on risk assessment.

Another Member asked what the timescale for further updates to the system was. The Head of Safety Management clarified that every 3 years the Broads Authority has to formally write to the Maritime and Coastguard Agency (MCA) to tell them that the Authority is complying with the Port Marine Safety Code; this is due at the end of March 2018. He added that the system has been updated to reflect the audit findings and that the updated SMS report would be presented at the 16 March Broads Authority meeting for Members to sign off

Members noted the report.

4/10 Broads Local Plan – update, comments received and residential moorings nominations for consideration

The Committee was provided with an update on the progress of the Local Plan and the comments received on the policies that have navigation relevance.

The Planning Policy Officer informed Members that the pre submission consultation in January was the last stage before the Broads Local Plan was submitted to the Planning Inspector to assess. She also updated Members on some further comments that had been received, these would result in changes to the plan, however it was for the Inspector to agree these changes.

One Member said that he was surprised by the comments made by Norwich City Council. The Planning Policy Officer said that the Wensum Strategy had suggested

the river in the city was the ideal location for residential moorings which would suggest a change to policy.

Members discussed issues with anti-social behaviour and the links to residential moorings in particular at Loddon and Chedgrave. One Member stated that it couldn't be assumed that all residential boats were more anti-social than non-residential boats because of a few isolated incidents.

The Planning Policy Officer said that the comments received relating to this issue were also concerned with the upkeep of the boats and Members pointed out that not all residential boats are run down and that some non-residential boats are run-down. The Planning Policy Officer added that they couldn't legislate through planning applications to deal with anti-social behaviour or upkeep of boats, but only use conditions to limit the size, number and scale of the vessel.

Members of the committee also commented on the proposals by Norwich City Council. In response to the proposal that residential moorings be placed on main river channels in the city one Member queried the safety issues of this suggestion. They added that it would be an additional hazard if a boat was in a tidal area and moored to the quay heading rather than using floating pontoons which were safer for getting on and off boats in tidal waters. Members also stated that management practices would more likely be in place within a basin or boatyard which could be applied to residential moorings.

The Planning Policy Officer further asked Members for their views on the nominations for residential moorings. In regards to the suggestion that the current allocation of 10 residential moorings at Loddon Marina be reduced to 5 in an effort to reduce the potential for future anti-social behaviour incidents one Member said that unless it could be demonstrated that there was a link between the number of residential moorings and anti-social behaviour incidents then the number should stay as it is (10). Another Member commented that reducing the allocated residential moorings could reduce the moorings for short term stays but the Planning Policy Officer said that the moorings that would be replaced are private rented moorings.

In reference to the Horning nomination, one Member queried the suitability of the access road, [Ropes Hill off Lower Street] and highlighted that additional use of the track in winter would affect the use of the track in the summer.

A Member questioned why St Olaves was considered unacceptable whilst Somerleyton was acceptable for residential moorings as St Olaves was more accessible by road. The Planning Policy Officer explained that this was because of the impact on navigation and the lack of services and facilities at the site. She confirmed that the moorings were proposed to be on the New Cut. Regarding the St Olaves site, a member gave his view that from a navigation perspective, there is no difference between residential and non-residential moorings. He pointed out that boats have been moored on the New Cut at that location historically, and he understood that the only reason that this is not currently the case is the condition of the quay heading. In his view he considered St Olaves to be at least as suitable as Somerleyton for residential moorings, and possibly better. Another Member

questioned what parking facilities were available at both sites noting this would have an impact. The Planning Policy Officer informed Members that the site at Somerleyton would be reconfigured to accommodate parking and that there was an area under the bridge at St Olaves that would be suitable for additional parking.

Members were informed that the views of the Navigation Committee would be passed on to the Planning Committee at their meeting on 2 March 2018. The Plan was then to be considered at the March Broads Authority meeting. It was hoped the plan would be adopted this calendar year.

4/11 Planning Application with Navigation Implications: Variation of condition 2: approved plans, and removal of conditions 7: ramp sections, and 9: archaeology of permission BA/2014/0407/FUL. Hoveton Marshes, Horning Road, Hoveton

Kelvin Allen declared an interest in this item and would not participate in the discussion.

Members were presented with a variation to an application that had recently been considered at the 2 February Planning Committee. The application amendments included changes from a canoe trail to a guided boat trail, and the inclusion of an electric boat trip. The application also states a change to the method used to remove sediment by excavator and depositing on the banks adjacent rather than mud pumping. It has also been proposed to alter the structure that accesses the water to accommodate the electric boat. The Planning Committee voted to approve the application subject to the comments of the Navigation Committee.

Members noted that the application had no navigation implications and questioned why the committee was being asked to consider it. The Chair informed Members that the report was presented in order to keep the Committee informed of changes, as the application was considered at a previous Navigation Committee meeting.

One Member queried why the landowner was making a change from canoe to electric boats. The Planning Officer said that it would make the boat trips more accessible to the public as well as being easier to manage.

Members disagreed with the use of public money on a private estate and the failure in the application to reconnect the public staithe on Hudsons Bay. It was added that the part of the scheme to improve Wroxham Island was withdrawn by the applicant.

The Head of Planning informed Members that the Committee's comments would be reported to the Planning Committee but said that if they wished for the application to be reconsidered by the Planning Committee there would need to be clear justification for review. She added that some Members of the Planning Committee shared the views of the Navigation Committee.

The Chief Executive said that the views of the Navigation Committee would be recorded but as there were no navigation implications regarding the site it would be inappropriate for the committee to request that the application be reconsidered.

It was RECOMMENDED by,
8 votes for, 0 against, and 1 abstention that,

The Navigation Committee is disappointed that the revised application still fails to meet with the Broads Authority's primary purposes. The long term aspiration of the Navigation Committee is for Hoveton Great Broad to be reopened to the navigation in an appropriate manner and at the earliest convenient opportunity. The proposals have no adverse impact on the existing maintained navigation.

The Committee was informed that it was Maria Hammond's last day with the Authority; the Chairman, on behalf of the Navigation Committee, thanked Maria for her help.

4/12 Planning Application with Navigation Implications: Floating pontoon with access ramp/walkway and removal of 3 mooring posts; BA/2017/0491/HOUSEH; Clearwater, Broadview Road, Lowestoft

Members were presented with an application with navigation implications at Clearwater, Broadview Road, to remove the existing mooring posts and replace them with a floating pontoon. Members were informed that the furthest point of the pontoon would be 4.2 metres; a reduction from the existing 6 metres for the mooring posts.

One Member enquired if the mooring configuration proposed in the application would affect the total encroachment into the navigation area if boats moored side on. The Planning Officer confirmed that this had not been specified but that it a condition could be added.

Another Member questioned the use of the moorings adding that it would be more detrimental if longer boats used the moorings causing a significant intrusion into the navigation area. He further asked how this would be controlled. The Planning Officer reiterated that a condition could be included specifying side on moorings. Another Member stated that this condition would only be needed during times of racing so suggested the application specify no stern on mooring at certain times. The Head of Ranger Services reminded Members that management of specific conditions needed to be considered.

Members agreed that the Committee's comments to the Planning committee on the proposal should be, that no stern on moorings should be included as a condition to the planning application, but agreed that double side-on mooring would be acceptable.

4/13 Construction, Maintenance and Environment Work Programme Progress Update

The Committee received a report which set out the progress made in the delivery of the 2017/18 Construction, Maintenance and Environment Section work programme.

The report included the dredging progress for 2017/18 (April 2017 to end January 2018)

The Head of Construction, Maintenance, and Environment provided an update to the report, he said that it had been difficult to acquire tree shears on a short hire basis for trial purposes for this financial year so the trial had been deferred until September 2018.

He further added that the Electric Eel dyke route at How Hill has been cleared out with an excavator.

Members were also updated on fendering problems at Ludham Bridge. It was explained that the temporary repairs carried out by Norfolk County Council had narrowed the opening. The Head of Construction, Maintenance, and Environment said that the work to get the bridge open again was a priority and that the proposed contractors were due to start next week. Members thanked officers for their vigilance in prioritising the work at Ludham Bridge.

Members were made aware that a concrete pump was being used to remove the sediment at Herringby, in a similar procedure to that at Hickling. One Member praised the Authority in the great achievement of the work at Hickling and was encouraged that the dredging work involving spreading the sediment back into the surrounding farmland could be utilised.

Members noted the report.

4/14 Chief Executive's Report

This report summarised the current position in respect of a number of important projects and events, including decisions taken during the recent cycle of committee meetings.

The Chief Executive updated the committee on Acle Bridge, reporting that the working group had their first meeting on 14 February to look at possible services for the site.

Members were also provided with a verbal update on the unauthorised development at Barnes Brinkcraft which was discussed at the previous Navigation Committee meeting. The Head of Ranger Services confirmed that she had since met with the land owner at the site to understand the operational needs of the business. Several proposals for the site had been developed using comments from Norfolk Broads Direct, and the skippers of the trip boats.

The Chair noted the positive line of communication with the boatyard but commented that there were still safety concerns.

Members discussed the issues with the area and the impact the encroachment into the river the pontoons were having. One Member commented on the issues with implementing conditions as the initial application was already deviated from. Members welcomed any proposals that would reduce the river restriction.

The option favoured by the Navigation Committee involved removing the third finger pontoon, creating space whilst keeping within the existing encroachment line.

The Head of Planning told Members that planning permission was required to remove land and install a pontoon. In order to put the pontoon in a different place the applicant would need to apply to vary the permission.

In response to a question about monitoring the arrangements, the Head of Ranger Services said that signage would need to be used to enforce no moorings as larger boats would be hazardous to the area but noted that the business owner didn't have shorter boats.

Members discussed the risks of stern on moorings and the damage this would cause to other boats. The Chair said that the committee would like to see the revised proposal that is presented to Planning Committee.

Members were advised that officers would report the recommendation of the Committee to Barnes Brinkcraft advising them to submit an application. This would then be considered by the Planning Committee. The Navigation Committee would also be formally consulted.

Members discussed the benefits of a trial that included a third pontoon, to be done through the use of temporary permission. If the trial proved there were no problems the applicant would be invited to make the permission permanent. The Chair asked for this to be monitored over the summer period. The Head of Planning said the committee needed to consider how to resolve the problem if the trial evidenced continuing problems.

The Committee agreed that its views were that the land owner should be presented with the second option, removing the third pontoon, but because of the safety concerns advised it be used on a trial basis with temporary permission given; if no problems occurred then the applicant could be advised to submit a further application making the revised scheme permanent.

The Head of Planning concluded that they could start monitoring now but advised that a 1 year temporary permission would be considered at the 27 April Planning Committee meeting at the earliest. The Navigation Committee requested to be kept informed over the course of the year and asked that the Head of Ranger Services report back over the season what measures were in place.

4/15 Current Issues

This item was discussed after item 6.

Due to the confidential nature of the item to be discussed it was

RESOLVED

that the public be excluded from the meeting under Section 100A of the Local Government Act 1972 for further consideration of the item on the grounds that it

involved the likely disclosure of exempt information as defined by Paragraphs and 3 and 5 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.

Members of the public left the meeting. The audio recording was suspended and those Members making their own recordings were also asked to stop recording.

Members received reports from Network Rail containing exempt information. They discussed the different options presented in these reports.

The reports would be further discussed at the 16 March Broads Authority meeting when the views of the Committee would be considered.

The public were invited back into the meeting and the audio recording resumed.

The Chair informed the Committee that she had been invited to attend the Boat Safety Scheme Committee meeting on 5 March 2018. Members were asked to let the Chair know of any issues to be reported at the BSS meeting. The Chair said she would feedback to the Committee at the next meeting.

4/16 Items for future discussion

One Member asked for the reopening of Hoveton Broad to be considered for future discussion.

Whether Hoveton Broad constitutes adjacent waters if only used by the landowner was suggested by another Member as a topic of discussion.

4/17 To note the date of the next meeting

The next meeting of the Committee would be held on Thursday 19 April 2018 at Yare House, 62-64 Thorpe Road, Norwich commencing at 2pm.

4/18 Exclusion of the Public

The Committee is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by Paragraph 3 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information

Members of the public leave the meeting.

4/19 To receive and confirm the exempt minutes of the Navigation Committee meeting held on 14 December 2017

The exempt minutes from the Navigation Committee meeting held on 14 December 2017 were signed by the Chairman as a correct record of the meeting.

The meeting concluded at 4.38 pm

Chairman

Code of Conduct for Members

Declaration of Interests

Committee: Navigation Committee

Date of Meeting: 22 February 2018

Name Please Print	Agenda/ Minute No(s)	Nature of Interest (Please describe the nature of the interest)	Please tick here if the interest is a Prejudicial interest
M Whitaker	6-18	As previous declarations	
J Knight	6-18	As previous declarations	
S Sparrow	6-18	As previous declarations	
M Heron	6-14	Landowner, toll payer, Member BR/NRC/NSBA/RCE	
J Ash		As previously declared	
K Allen	6-18	As previous	
B Wilkins		As previous	
L Aspland		As previous	
N Talbot	6-18	As previous	

Broads Authority
Planning Committee

Minutes of the meeting held on 2 March 2018

Present:

Mr Paul Rice – in the Chair

Prof J Burgess
Mr W A Dickson
Ms G Harris
Mr H Thirtle

Mr V Thomson
Mr J Timewell (Minutes 1 – 8(1)
and Minutes (11 and 13)

In Attendance:

Ms N Beal – Planning Policy Officer (Minutes 8/10 – 8/13)
Mrs S A Beckett – Administrative Officer (Governance)
Mr S Bell – for Solicitor (Minutes 8/1 – 8/9 and 8/14, 8/15 and 8/16)
Mr N Catherall – Planning Officer
Mr B Hogg – Historic Environment Manager (Minute 8/2))
Mr R Rogers – Director of Operations
Ms C Smith – Head of Planning (Minutes 8/1 – 8/9 and 8/14, 8/15 and 8/16)

Members of the Public were in attendance but none spoke.

8/1 Apologies for Absence and Welcome

Mr Paul Rice, Vice Chairman and Acting Chairman of the Committee welcomed everyone to the meeting.

Apologies had been received from Sir Peter Dixon, Mr Mike Barnard and Mrs Melanie Vigo di Gallidoro. The Director of Strategic Services had also sent apologies.

8/2 Declarations of Interest

Members provided their declarations of interest as set out in Appendix 1 to these minutes in addition to those already registered. A general declaration of interest was made on behalf of all the Committee in relation to Minute 8/8(4) BA/2018/0050/NONMAT as a member of the Navigation Committee was a director of the company making the application.

8/3 Minutes: 2 February 2018

The minutes of the meeting held on 2 February 2018 were agreed as a correct record and signed by the Chairman.

8/4 Points of Information Arising from the Minutes

No further points of information were reported.

8/5 To note whether any items have been proposed as matters of urgent business

No items of urgent business had been proposed.

8/6 Chairman's Announcements and Introduction to Public Speaking

(1) The Openness of Local Government Bodies Regulations

The Press reporter indicated that he would be recording the meeting.

The Chairman gave notice that the Authority would be recording the meeting. The copyright remained with the Authority and the recording was a means of increasing transparency and openness as well as to help with the accuracy of the minutes. The minutes would remain as the matter of record.

(2) Solicitor – Steven Bell

The Chairman announced that this would be Steven Bell's last Planning Committee meeting for the Authority on behalf of NPLaw as he would be leaving Norfolk County Council to work for Birketts Solicitors. The Chairman complimented Steven on the clarity of advice he had provided to the Authority. The Committee was very grateful for all he had done for the Authority and wished him all the very best for the future.

(3) Public Speaking

The Chairman reminded everyone that the scheme for public speaking was in operation for consideration of planning applications, details of which were contained in the Code of Conduct for members and officers. (This did not apply to Enforcement Matters.)

8/7 Requests to Defer Applications and /or Vary the Order of the Agenda

The Chairman commented that he did not intend to vary the order of the agenda or defer consideration of the applications.

8/8 Applications for Planning Permission

The Committee considered the following applications submitted under the Town and Country Planning Act 1990, as well as matters of enforcement (also having regard to Human Rights), and reached the decisions as set out below. Acting under its delegated powers the Committee authorised the immediate implementation of the decisions.

The following minutes relate to further matters of information, or detailed matters of policy not already covered in the officers' reports, and which were given additional attention.

- (1) **BA/2017/0487/COND Hedera House, The Street, Thurne** Variation of Conditions: Condition 3 - Materials; 5 - Occupational restrictions and 6 - Holiday restrictions.
Removal of conditions 4 - construction/completion timescales, 7 - disabled friendly accommodation, 10 - obscure glazing, 12 - driveway details; 13 - visibility splay; 17 – amenity grassland; 22 – flood resilient construction; 23 – flood evacuation plan; 24 – EA flood warnings, and 25 – restriction of permitted development rights of BA/2017/0130/OUT
Applicant: Mr Delf

The Planning Officer provided a detailed presentation and assessment of the proposals to vary three conditions as well as remove ten of the twenty-five conditions on previously approved outline planning permission BA/2017/0103/OUT for redevelopment of the site at Hedera House in the village of Thurne. The outline permission provided for construction of 6 residential dwellings as enabling development and 10 new holiday cottages. The principle of the development had been established and therefore the Authority was required to only consider the question of the conditions. The Planning Officer set out the applicant's justification for the variation and removal of the conditions and in line with their interpretation of the 6 tests as stated in the NPPF and set out in the report. ie: necessary, relevant to planning; relevant to the development to be permitted; enforceable; precise; and reasonable in all other respects.

The Committee was provided with the comments expressing concerns about the application received from Thurne Parish Council, the residents of the Red House located opposite the application site, resident of the Thatched House Thurne, the Thurne Community Archive Group as well as the comments in support of the application from the applicant's agent. The Planning Officer read these out as the representatives were unable to attend the meeting due to the adverse weather conditions.

In his assessment the Planning Officer outlined each of the conditions in turn in detail, explaining their content and what was proposed in the application, providing justification for their inclusion and also taking account of the comments received.

In conclusion the Planning Officer stated that the retention of conditions 3, 4, 5, 6, 7, 12, 13, 22, 23, 24 and 25 satisfied the six tests at paragraph 206 of the NPPF and the removal or suggested variation of these conditions would be contrary to Site Specific Policy THU1. In respect of condition 10 this was recommended for removal, in respect

of Condition 17, the use of an Informative would be acceptable. Therefore it was concluded that all other conditions should be restated as originally imposed, so in effect the recommendation was to refuse the application to vary or remove them.

Members were aware of the details of the site having visited it prior to granting the original permission in August 2017 and given the application particularly careful consideration at that time. With reference to Condition 3 concerning the wording "in perpetuity" they were satisfied that this would not restrict changes in the future, but that the condition would ensure that any changes would be in keeping with the overall development and the special qualities of the Broads landscape. With regard to the proposed removal of Condition 4 whereby a time limit of 12 months was provided, following discussion, the Committee was satisfied that this was to ensure a satisfactory and timely redevelopment of the site and to ensure enabling development would provide the necessary new replacement holiday accommodation and ensure the full scheme was carried out. Members considered that there had not been sufficient time from the granting of the original permission for the applicant to provide any evidence to justify the removal of this condition at this stage.

Members fully supported the Officer's assessment that the conditions passed the six tests as stated within paragraph 206 of the NPPF and that they should be retained. They also considered that this should include the retention of Condition 10 relating to obscured glazing in order to protect the privacy of the neighbouring residents, noting that they wished to take the opportunity to improve to improve the situation on the site in this regard. The Authority was charged with looking after and protecting a National Park landscape; Thurne was a very small village where it was important that the tourism facilities were retained, the access arrangements complied with highway safety and flood protection was ensured in accordance with the site being in Flood risk zones 1, 2 and 3.

Jacquie Burgess proposed, seconded by Haydn Thirtle and it was

RESOLVED unanimously

that the application in respect of moving Condition 17 to Informatives, be approved, with all other conditions, including Condition 10, being restated as originally imposed as they are considered to be in accordance with the six tests of the NPPF.

The proposed variation of conditions 3: materials, 5: occupational restrictions and 6: holiday use restrictions, and removal of conditions 4: construction/completion timescales, 7: disabled friendly accommodation, 10: obscured glazing, 12: driveway details, 13: visibility splay, 22: flood resilient construction, 23: flood evacuation plan, 24: EA flood warnings, and 25: restriction of permitted

development rights of BA/2017/0103/OUT are considered contrary to Policy THU1 of the Site Specific Policies Local Plan (2014), Policies CS1, CS4, CS9, CS20 and CS24 of the Core Strategy (2007), Policies DP1, DP2, DP4, DP11, and DP29 of the Development Plan Document (2011), and the National Planning Policy Framework (2012) which is a material consideration in the determination of this application, along with National Planning Practice Guidance.

- (2) **BA/2017/0389/FUL and BA/2017/0390/LBC Common Farm, Silver Street, Fleggburgh** Demolition of workshop building, renovation of farmhouse and construction of single story link extensions to farm buildings, convert to domestic use. Replacement cattle shed and farm storage buildings.
Applicant: Mr Peter Flowerdew

The Planning Officer provided a detailed presentation and assessment of the proposals for the restoration of a Grade II Listed building in a very poor state of repair, the reinstatement of the historic horseshoe layout of the farm buildings through the removal of the central workshop building; and as part of the restoration of the farmhouse provision of updated accommodation through conversion of an existing hay barn and single storey glazed element to link the two. Members of the Planning Committee had had the benefit of a site visit on 19 January 2018. The proposals also included a replacement farm building for a cattle shed and storage. It was noted that it was already a working farm.

The Planning Officer explained that the existing Grade II Listed farmhouse was included on the Broads Authority Heritage at Risk Register and had been the subject of updates and concern at the HARG meetings. The proposed works would result in the property being removed from the register and help to secure the long term future of the asset. The proposals in total were considered acceptable and would not harm the character and setting of the site. He concluded that the proposals could be recommended for approval subject to conditions.

Members were assured that that there would be no adverse impact on the landscape, given the siting of the extension and replacement buildings which would be well screened and appropriate to a functional farming enterprise for cattle. The heritage asset of the building would be clearly identified and the materials and form of the extension were considered to provide enhancement. Members were assured that the proposed condition (xiv) "recording of all elements of Listed building to be removed" was to ensure that where the historic fabric could not be retained, the significant elements would be logged and recorded in the historic archives. Some concern was expressed about potential ground water contamination in light of the proximity to an important SAC and Members requested that this be investigated and officers satisfied as to the drainage requirements. Members considered that

the site visit had been very useful and welcomed the proposal to restore an important heritage asset.

Jacquie Burgess proposed, seconded by Haydn Thirtle that the officer's recommendation be accepted and it was

RESOLVED unanimously

that the application be approved subject to conditions as outlined within the report and Informatives relating to European Protected Species licence. The proposal is considered to be in accordance with Policies CS1, CS2, CS4, and CS5 of the Core Strategy (2007), Policies DP1, DP2, DP4, DP5, DP11, and DP28 of the Development Plan Document (2011), and the National Planning Policy Framework (2012) which is a material consideration in the determination of this application.

- (3) **BA/2017/0369/FUL St Olaves Marina, Beccles Road, St Olaves**
Mooring pontoons with bank cutback on the River Waveney frontage together with demasting, visitor and service moorings.
Applicant: Mr Chris Bromley

The Planning Officer provided a detailed presentation and assessment of the application involving a cut back to the existing riverbank along the River Waveney by 2.5m for a length of 115m and the installation of floating pontoons for private mooring. The pontoons would be accessed by a ramp designed to rise and fall along them. The existing reeded bank and flood wall would be replicated behind the existing position. South of the mooring pontoons the riverbank would be piled along the existing bank line for 60m to provide visitor mooring for 20 metres, servicing berths for 20 metres and a de-masting berth for a length of 20 metres. The Planning Officer set out the reasons as to why the previous application for mooring pontoons BA/2014/0205/FUL was refused and provided an assessment of the current application particularly in relation to Policies DP16 and DP2 and drew attention as to how the concerns had been addressed in full.

The Navigation Committee had considered the application at its meeting on 14 December and welcomed and supported the proposals noting that their concerns about the previous application refused in 2015 had been met.

In conclusion, it was considered that the proposed works to provide floating pontoons for private mooring, piling for visitor, servicing and demasting moorings as part of the well-established St Olaves Marina site were appropriately located, would not result in an unacceptable reduction in navigable river width, would not have an unacceptable impact on landscape character or protected species and habitats subject to mitigation, in fact would provide improvements, and was acceptable particularly with regard to Policies DP2 and DP16. It was

therefore concluded that the application be recommended for approval subject to conditions

Members were assured that the spoil to be dug out would be deposited on site and being suitable would be used to strengthen the new set back bank and the conditions would be included to this effect. The Director of Operations acknowledged that there would be some impact due to the force of tide at this point in the river system but it was considered that this would not be significant. In addition the reinstatement and improvement of the reed fringe would help to reinforce the area.

Members were pleased that the applicants had addressed the concerns raised by the previous application. It was an important site for navigation and the additional moorings were to be welcomed. They considered that the scheme was appropriate, in accordance with policy and endorsed the comments from the Navigation Committee.

Haydn Thirtle proposed, seconded by Bill Dickson and it was

RESOLVED unanimously

that the application be approved subject to conditions as outlined within the report together with Informatives. The proposal is considered to be in accordance with Policies CS1, CS3, CS4, and CS14 of the Core Strategy (2007), Policies DP2, DP12, DP13, and DP16, of the Development Plan Document (2011), and the National Planning Policy Framework (2012) which is a material consideration in the determination of this application.

- (4) **BA/2018/0050/NONMAT Ferry Marina, Ferry Road, Horning.**
Re-arrangement of external windows and doors, non-material amendment to previous permission BA/2017/0190/FUL
Applicant: Ferry marina Ltd.

The Application was before the Committee as a member of the Navigation Committee was a Director of the firm making the application. The Solicitor and Monitoring Officer had confirmed that the correct procedures had been followed.

Members concurred with the Officer's assessment that the proposals would not materially affect the design or appearance of the extension or the amenity of neighbouring occupiers and

Vic Thomson proposed, seconded by Bill Dickson that the Officer's recommendation be accepted.

RESOLVED unanimously

that the application be approved as the proposal is acceptable in accordance with Policies DP4 and DP28 of the adopted Development Management Policies (2011) and the National Planning Policy Framework (2012) which is also a material consideration in the determination of this application.

8/9 Enforcement Update

The Committee received an updated report on enforcement matters already referred to Committee. Further updates were provided for:

- (i) **Burghwood Barnes** – Following the dismissal of the appeal against the Enforcement notice, the Notice had been varied by the Inspector to extend the period for compliance to six months, compliance was required by 9 July 2018. Members were reminded that a number of conditions on previous consents had also not been complied with. Officers had been out on site on a number of occasions and had discussions with the landowner to explain the details of what would be required to achieve compliance with aspects relating to the appeal decision as well as the previous consents. Some of the work required to be completed by the end of February had been commenced not been completed. However, due to the seasonal limitations particularly round the impacts on ecology, it had been agreed that the period for compliance could be extended. Officers would be monitoring the site.
- (ii) With reference to the non-compliance with a planning condition at **Barnes Brinkcraft** resulting in encroachment into navigation, the Head of Planning reported that at its meeting on 22 February 2018, the Navigation Committee had been considered a number of options for a potentially acceptable scheme on the way in which vessels could be moored to the pontoons together with a restriction on the length. An arrangement which appeared acceptable to the Navigation Committee had been agreed and the Head of Planning together with the Senior Ranger would be progressing this with the landowner. It would be necessary for a planning application to be submitted accordingly and this would be brought to the Planning Committee, potentially in April, following consultation with the Navigation Committee.

There were no further updates to report.

RESOLVED

that the report be noted.

Minutes 8/14, 15 and 16 were dealt with at this juncture.

8/10 Submission of the Local Plan

The Committee received a report introducing the Broads Local Plan submission documents, setting out the comments made at the pre-

submission consultation together with draft responses and proposed change for consideration by the Inspector, as well as explaining the process for submitting and examining the Local Plan.

The Following documents as part of the Local Plan were considered by Members and noted.

- Appendix A [Pre-submission consultation responses received](#)
- Appendix B [Pre-submission comments matrix](#)
- Appendix C [Schedule of Proposed Changes](#)
- Appendix D [Submission Examination Library](#)
- Appendix E [Submission Duty to Cooperate Statement](#)
- Appendix F [Legal Checklist](#)
- Appendix G [Soundness Checklists](#)
- Appendix H [Consultation Statement. Also called the regulation 22\(c\) statement](#)

Particular attention was given to the Schedule of Proposed Changes and the key proposed changes were highlighted in Section 2.2 of the report. It was noted that considerable efforts had been made to address the comments on the A47, but that of the four stakeholders who had negative comments, only two had been appeased by the proposed changes Policy PUBSSA47: changes to the Acle Straight (A47T)(AppendixG of Appendix C) the tenor of which were associated with safety and the special characteristics of the Broads landscape and its highly protected qualities, and the Halvergate Marshes Conservation Area.

The Submission documents would also include the Residential Moorings nominations, the report on which was included under Agenda Item 8/12. Members therefore gave consideration to this topic as part of Agenda Item 8/10 and the resolutions from that would be included within the submission documents. There was general support to the approach set out in the report on this item.

It was noted that the outstanding Issues SP13 and TSA3 had been addressed and were no longer outstanding issues.

The aim was for the Broads Local Plan to be presented to the 16 March Authority meeting for approval for submission to the Planning Inspectorate and that it was likely to be submitted in the following week. There was likely to be a period of 10 weeks after submission until the Hearings with the aim of adoption by the end of the year. Three weeks after submission, the Authority could receive the matters and issues that the inspector wished to discuss and consider further. However, it was noted that the NPPF was due to be updated and this could have an impact on the Examination.

Members wished to record their thanks and appreciation to the Planning Policy Officer and the team for the enormous amount of work, the thoroughness of knowledge and expertise involved resulting in an excellent document for submission.

RESOLVED

- (i) That the submission documents be endorsed and it be RECOMMENDED to the Full Authority.
- (ii) That the Broads Local Plan be submitted to the Planning Inspectorate for examination.

8/11 Waveney District Council Statement of Common Ground for housing need

The Committee received a report setting out the Statement of Common Ground produced with Waveney District, which covered the agreement that the Broads Housing need in Waveney District is part of Waveney District Council's housing need and that completions in the Broads' part of Waveney contributes to meeting the entire need for Waveney District Council.

Members noted that a bespoke Duty to Cooperate Agreement had already been signed with Great Yarmouth Borough Council. With reference to the North Norfolk, Norwich City, Broadland and South Norfolk Councils it had been agreed that the Norfolk Strategic Planning Framework adequately covered how housing in the Broads would be dealt with.

RESOLVED

That the Statement of Common Ground be agreed and signed by the Chair/or Acting Chair of the Planning Committee.

The following matter was considered as part of Minute 8/10

8/12 Residential Mooring nominations received during pre-submission consultation Assessment of Nominations and consideration of issues raised.

The Committee received a report on setting out the three additional nominations for residential moorings received as a result of the consultation on the Publication Local Plan together with Officer's assessment of them.(Appendix A of the report) Members also considered the discussion of some of the comments received on some draft allocations. They were informed of the views of the Navigation Committee when the item had been discussed at their meeting on 22 February 2018.

At Horning, up to 6 residential moorings were proposed to be allocated and at Somerleyton it was proposed to allocate for up to 10 (not 12). The Navigation Committee had expressed doubts as to why St Olaves was not acceptable whereas Somerleyton was deemed to be. However it was explained that there was a lack of every day services and facilities near to the moorings that could be accessed by alternatives to cars and in addition it was proposed that these

be on the New Cut, whereas at Somerleyton the allocation would be within an existing marina and there would be access to more facilities (in particular a school and a shop had planning permission). In addition comments had been received from the Highways authority that the site would be unsuitable at St Olaves. Members considered that the conclusion not to have an allocation of residential moorings at St Olaves was sensible given that it was backed by experts and evidence from the Rangers. The comments would form part of the Examination process.

In particular members gave consideration to the proposal to reduce the allocation at Loddon Marina to 5 residential moorings, the introduction of wording to address scale, number and size of boats allowed to be moored as well as views on how to manage such moorings once they were permitted. There had been concerns from neighbours of the Chedgrave and Loddon sites that residential moorings were associated with anti-social behaviour.. Recent research did not find any evidence to link residential moorings with anti-social behaviour . Members considered that as there was no evidence to support this view, the numbers to be allocated at Loddon and Chedgrave should remain at 10. Again this would be for the Planning Inspector to consider as part of the examination process. In addition, the management of residential moorings would be the responsibility of the landowner providing them. Members also considered that residential boats in the system were not all run down. The Navigation Committee's view was that such moorings could be better managed within a mooring basin. This view supported the Planning Committee's resolution in November and the approach being taken. Other views on residential moorings would be reported as part of the Examination Process.

It was agreed

To RECOMMEND to the Full Authority

- (i) That the Assessment of additional residential mooring nominations Topic Paper be submitted with the Local Plan
- (ii) That the sites at Somerleyton and Horning are proposed to be allocated with the policies as set out in the Topic Paper.
- (iii) That the allocation of residential moorings at Loddon and Chedgrave remain at 10 as in the original Issues and Options pre-submission consultation document.

8/13 Consultation Documents Update and Proposed Responses

The Committee received a report on the consultation document from the GNDP Greater Norwich Development Partnership concerning the Greater Norwich Local Plan Growth Options and Sites "Issues and Options" paper together with the Authority's proposed responses. Members of the Authority had received a full presentation on the consultation at the full Authority meeting on 26 January 2018.

It was noted that not all the sites in the document would necessarily be allocated but they were seen to be suitable for allocation. In general, where sites were partly within or adjacent to the Broads area, the comments in the response highlighted the importance for the Authority to be involved in the production of that policy. Members considered it vital that there was two way dialogue and an understanding that the Broads area was a special landscape that required protecting, and that there were environmental implications relating to water, access and traffic.

RESOLVED

that the proposed responses be endorsed and submitted as the Authority's response to the Great Norwich Local Plan.

8/14 Appeals to Secretary of State Update

The Committee noted that there were currently no appeals to the Secretary of State against the Authority's decisions.

8/15 Decisions Made by Officers under Delegated Powers

The Committee received a schedule of decisions made by officers under delegated powers from 23 January 2018 to 14 February 2018.

The Head of Planning reported that two of the applications had resulted from the Monitoring Programme.

RESOLVED

that the report be noted.

8/16 Circular 28/83: Publication by Local Authorities of Information about the Handling of Planning Applications.

The Committee received a report setting out the development control statistics for quarter ending 31 December 2017. It was noted that 91% of the applications had been dealt with under delegated powers and the Authority had exceeded all statutory targets.

RESOLVED

That the report be noted and welcomed.

8/17 Date of Next Meeting

The next meeting of the Planning Committee would be held on Friday 23 March 2018 starting at 10.00 am at Yare House, 62- 64 Thorpe Road, Norwich. The meeting would be followed by the Member's Heritage Asset Review Group.

The meeting concluded at 13.40 pm

CHAIRMAN

Code of Conduct for Members

Declaration of Interests

Committee: **Planning Committee**

Date of Meeting: 2 March 2018

Name	Agenda/ Minute No(s)	Nature of Interest (Please describe the nature of the interest)
All Members	8/8(4)	Application BA/2018/0050/NONMAT Ferry Marina, ferry Road, Horning. Member of navigation Committee Director of firm making the application.
Haydn Thirtle	8/8(1) 8/8(2)	BA/2017/0487/COND Norfolk County Councillor for area, Lobbied and attended meetings. BA/2017/0389/FUL and BA/2017/0390/LBC Borough and County Councillor for the area, attended site visit independently from BA meeting, attended parish council meetings when applications discussed.
Gail Harris	8/13	Greater Norwich Local Plan - Councillor Norwich City Council
Paul Rice		Chair of Broads Society

Broads Authority
Planning Committee

Minutes of the meeting held on 23 March 2018

Present:

Sir Peter Dixon – in the Chair

Mr M Barnard
Ms G Harris
Mr B Keith

Mr H Thirtle
Mr V Thomson
Mrs Melanie Vigo di Gallidoro

In Attendance:

Mrs S A Beckett – Administrative Officer (Governance)
Ms A Cornish – Planning Officer (Minute 9/8)
Mr B Hogg – Historic Environment Manager
Ms C Smith – Head of Planning
Mr T Risebrow – Planning Officer (Compliance and Implementation)
(Minute 9/9 and 9/10)
Mrs M-P Tighe – Director of Strategic Services

No Members of the Public were in attendance

9/1 Apologies for Absence and Welcome

The Chairman welcomed everyone to the meeting.

Apologies had been received from Mr J Bensly, Prof J Burgess, Mr W A Dickson, Mrs L Hempsall and Mr P Rice.

9/2 Declarations of Interest

Members provided their declarations of interest as set out in Appendix 1 to these minutes in addition to those already registered.

9/3 Minutes: 2 March 2018

The minutes of the meeting held on 2 March 2018 were agreed as a correct record and signed by the Chairman.

9/4 Points of Information Arising from the Minutes

The Chairman referred to the Authority's Planning Committee meeting on 23 June (Minute 13/9) concerning enforcement and aspects of the Thorpe Island basin issue and the officer's response to a blog by Mr James Knight dated 17.06.17 and set out as Appendix 2 to the Minutes of the June meeting. Reference was made to the involvement of Mr Bill Knight, the brother of James Knight, in his professional capacity as a surveyor. Mr Bill Knight asked

to meet him, in order to clarify some aspects of that involvement, which Sir Peter was happy to do and to place on record. The Chairman stated that a cordial meeting took place and following that a note was sent to Mr Knight for his approval and agreement in November 2017. The Chairman wished to bring closure to the matter and place this on record, especially as this would be his last meeting of the Authority. The Chairman read the note out:

"Mr. Knight states that his work with Richardsons, the previous owners of the basin, did not facilitate the sale to Mr. Roger Woods and that he gave no advice to Mr. Woods in connection with that purchase. He did give advice to Mr. Woods regarding the eastern end of Thorpe Island, which some of you will remember as the former Heart's Cruisers site, in 2005. Mr Knight had no issue with the references in the minute to his later involvement with Mr Woods and the basin."

The Chairman had received no further correspondence from Mr Bill Knight and it was therefore considered that this statement could be considered as acceptable to him in the absence of any response to the contrary and could be placed on the record for that meeting. (Paragraph 6 of 'other points to note' in Appendix 2 of those minutes)

Members concurred.

9/5 To note whether any items have been proposed as matters of urgent business

No items of urgent business had been proposed.

9/6 Chairman's Announcements and Introduction to Public Speaking

(1) The Openness of Local Government Bodies Regulations

The Chairman gave notice that the Authority would be recording the meeting in the usual manner and in accordance with the Code of conduct.

2) Public Speaking

The Chairman stated that no members of the Public had registered to speak or were in attendance.

9/7 Requests to Defer Applications and /or Vary the Order of the Agenda

The Chairman commented that he did not intend to vary the order of the agenda or defer consideration of the applications.

9/8 Applications for Planning Permission

The Committee considered the following applications submitted under the Town and Country Planning Act 1990, as well as matters of enforcement (also having regard to Human Rights), and reached the decisions as set out below.

Acting under its delegated powers the Committee authorised the immediate implementation of the decisions.

The following minutes relate to further matters of information, or detailed matters of policy not already covered in the officers' reports, and which were given additional attention.

- (1) **BA/2018/0053/HOUSEH Wayford Mill, Wayford Bridge, Wayford Road, Smallburgh** Maintenance building and workshop with storage of plant
Applicant: Mr Mark Rogers

The Chairman explained that the application was before the Committee due to the history of the site and, the previous enforcement issues involved as well as an objection from the Parish Council.

The Planning Officer provided a presentation and assessment of the proposal for the construction of an outbuilding for the storage of plant and equipment and a workshop space associated with the ongoing upkeep and maintenance of the restored windmill at Wayford Mill. It would therefore be incidental to the residential use of the site. The ground floor would be used for the storage of plant and a mezzanine floor in part of the above was intended to be used as a workshop. The building was to be sited over a culvert that was in the ownership of the applicant. At present the equipment was stored on site. The applicant rented other buildings off site for the storage of plant for his business operation.

The Planning Officer addressed the main issues for consideration relating to the principle, scale, design and materials; landscape; ecology and flood risk, the site being in flood risk zone 2 and 3. A previous application for a similar building had been refused in 2005. Since then the site had matured, the scale of the proposal reduced, the design and the materials to be used were considered to be in keeping and subservient to the main dwelling and therefore it was considered that the original concerns had been addressed and in terms of landscape impact the proposal was acceptable. The development was considered to be in accordance with the relevant Development Plan Policies including the Environment Agency guidelines and the NPPF and therefore the application was recommended for approval.

Members were mindful that they were required to consider the planning merits of the case. They considered that the principle of a storage building was acceptable subject to it not being used for commercial purposes or converted. However, they had concerns about the functionality of the building and the measurements supplied in relation to the equipment to be stored. In addition, as a matter of courtesy they considered that the IDB should be consulted on the application, given that the development was to be sited on a culvert.

The Chairman proposed, and it was

RESOLVED unanimously

that the application be deferred for further information and clarification on the functionality and measurements of the proposed building and consultations with the IDB.

- (2) **BA/2017/0415/ Morrisons, George Westwood Way, Beccles**
Development of three retail units, car wash area, tyre service area and two small retail pods (units to comprise of uses within use classes A1,A2, A3 and mixed A1/A3 and A3/A5 uses).
Applicant: W M Morrisons Supermarkets Plc

The Planning Officer provided a detailed presentation and assessment of the proposals for the construction of three retail units, one of which would be a drive-thru unit, two retail pods, a car wash pod and a tyre pod on part of the Morrisons supermarket car park situated at the junction between the A146 and A145 George Westwood Way in Beccles. All the development except for one of the retail pods would be grouped in the north-western corner of the supermarket car park, the other retail pod would be sited adjacent to the western frontage of the main store.

One of the main issues to consider was the fact that the site was in Flood Zone 3 and 2 and the Environment Agency had issued a holding objection relating to flood risk and possible contamination, stating that the objection could be overcome by the submitting of a satisfactory Flood Risk Assessment and a Preliminary Risk Assessment as advised.

The Planning Officer concluded that in principle the proposed development for a retail/service based development was acceptable due to the site already having an established retail use and evidence had been submitted that it passed the Sequential Test. However, with insufficient information being submitted to enable the Environment Agency to withdraw their objection and the fact there was insufficient evidence to assess any possible impact on the screening of the site and therefore inform the landscape impact, it was concluded that the development was not in accordance with the relevant development plan policies and there was no option but to recommend refusal.

Members concurred with the officer's assessment. One member expressed concern about the highways aspects of the proposal which would result in the loss of car parking spaces as well as the location of the site at a busy road junction and therefore queried the views of the Highways Authority. It was clarified that the Highways Authority (Suffolk County Council) did not consider that the reduction in the number of car parking spaces would be significant, based on the criteria used in their assessment.

Members also had concerns about the design of the proposed buildings on the site which was a material consideration for the special landscape qualities of the Broads and they wished to add this element to the reasons for refusal.

Although not material planning considerations, Members were of the view that as a large corporate organisation, Morrisons had a duty to ensure that the correct environmental and employment standards were applied in any operations from the site. It was suggested that in an area such as East Anglia which had the least annual rainfall for the country, the water use should be carefully considered. They were also mindful of the requirement for Morrisons (as a company of over 250 employees) to document their modern slavery policy and they would wish to be satisfied that this had been considered in the context of the car wash facility. Members recognised that such questions were not material to the planning merits of the case but suggested that these be questions posed for consideration by the applicant.

Haydn Thirtle proposed, seconded by Gail Harris and it was

RESOLVED unanimously

that the application be Refused for the following reasons:

- The site is located in an area classified as Flood Risk Zone 3 in the Broads Authority's Strategic Flood Risk Assessment. Whilst the development proposed is classified as a 'less vulnerable' development as defined in Table 2: Flood Risk Vulnerability Classification of the Planning Practice Guidance and the NPPF Sequential Test has been satisfied the application fails to demonstrate that the flood risk associated with this development has been accurately addressed and mitigated. In the opinion of the Broads Authority the proposal therefore has to be considered as being contrary to Policy CS20 of the Broads Authority Core Strategy 2007 – 2021, Policy DP20 of the Broads Authority Development Management Policies DPD 2011 – 2021 and to the NPPF.
- The site is located on a former landfill site and insufficient information has been submitted to satisfactorily demonstrate that the development of this site can be undertaken without giving rise to unacceptable risks from contamination at the site. The development therefore has to be considered as non-conforming to paragraph 120 of the NPPF.
- In the opinion of the Broads Authority insufficient information has been submitted to satisfactorily address the impact on existing established screen planting immediately adjacent to the site and the landscape impact of the overall development cannot therefore be accurately assessed. The proposal therefore has to be considered

as contrary to Policy CS1 of the Broads Authority Core Strategy 2007 – 2021, Policy DP2 of the Broads Authority Development Management Policies DPD 2011 – 2021 and to paragraph 115 of the NPPF.

- The proposed development does not reflect the character and appearance in terms of the design required in the special landscape of a National Park area and therefore the application is contrary to Policy DP4

**9/9 Enforcement of Planning Control:
Unauthorised change of use to Canoe Hire yard, standing of
structure and development of boat launching site.**

The Chairman declared an interest on the basis that he was a personal friend of the owner of the site (as set out in Appendix 1), which was being leased for the canoe hire operation. He took no part in the debate or the decision.

The Committee received a report concerning the unauthorised change of use of land at the rear of the Norfolk Broad Tourist Information and Activity Centre (TIAC) in Wroxham. The works which constituted development were the material change of use to a business use and the construction of a landing stage, slipway and erection of storage shed/workshop and canoe racks. The works were to facilitate the use of the site as a base for canoe hire in connection with the adjacent TIAC activity. There was no planning permission for any of the development. Officers were made aware of this in 2016 and had attempted to seek a planning application from the operator but to no avail.

The unauthorised development at the site was acceptable in terms of the principle of the use, but unacceptable in respect of some of the structures. In the absence of a planning application, it would not be possible to impose planning conditions covering these matters and the LPA had only formal mechanisms available to resolve the position.

It was noted that the service of an Enforcement Notice could be used in lieu of a planning permission as it could require certain steps to be taken. Officers were seeking authorisation from the Committee to serve an Enforcement Notice for the removal of the unauthorised free standing structure and the associated lean-to only. The suggested compliance period recommended was 9 months to allow the operator time to develop the business to a point where a permanent structure could be justified or to seek further premises from which to operate.

Members considered that a shorter period of compliance of six months should be imposed.

Haydn Thirtle proposed, seconded by Bruce Keith and it was

RESOLVED by 4 votes to 1 vote against and two abstentions (one being that of the Chairman).

- (i) that officers are authorised to serve an Enforcement Notice requiring the removal of the freestanding structure and associated lean-to with a period of compliance of 6 months.
- (ii) in the event of non-compliance to prosecute at the magistrate's court.

9/10 Enforcement Update

The Committee received an updated report on enforcement matters already referred to Committee. Further updates were provided for:

- (i) **Burghwood Barnes** – Following the dismissal of the appeal against the Enforcement Notice, the Notice had been varied by the Planning Inspector and the compliance period extended. Officers were regularly monitoring the site and work was underway to comply with the notice as well as a number of conditions on previous consents. The Planning Officer (Compliance and Implementation) provided the committee with a number of slides giving evidence of the work that had been carried out. Officers would continue to monitor the site.
- (ii) With reference to the non-compliance with a planning condition at **Barnes Brinkcraft**, officers had requested the submission of a planning application in accordance with the scheme which had been considered not unacceptable in principle by the Navigation Committee and this would be brought to a future Planning Committee. In the meantime, Barnes Brinkcraft had been advised to operate the site in accordance with the scheme considered by the Navigation Committee.

There were no further updates to report.

RESOLVED

that the report be noted.

9/11 Appeals to Secretary of State Update

The Committee noted that there were currently no appeals to the Secretary of State against the Authority's decisions.

9/12 Decisions Made by Officers under Delegated Powers

The Committee received a schedule of decisions made by officers under delegated powers from 14 February 2018 to 12 March 2018.

BA/2017/0492/FUL Kingsbury Cottage, Common Lane Thurne. – approval for a shepherd's hut. The Head of Planning explained that as the hut would not be moveable, it was classed as development and therefore planning permission was required.

RESOLVED

that the report be noted.

9/13 Date of Next Meeting

The next meeting of the Planning Committee would be held on Friday 27 April 2018 starting at 10.00 am at Yare House, 62- 64 Thorpe Road, Norwich. The meeting would be followed by the Member's Heritage Asset Review Group.

The meeting concluded at 11.00 am

CHAIRMAN

Code of Conduct for Members

Declaration of Interests

Committee: **Planning Committee**

Date of Meeting: 23 March 2018

Name	Agenda/ Minute No(s)	Nature of Interest (Please describe the nature of the interest)
Haydn Thirtle	9/8(1)	Board member of IDB (Broads) – application over culvert
Bruce Keith		None
Mike Barnard	9/8(2)	Councillor for Waveney District Council
Peter Dixon	9/9	Owner of Bridge Broad – a personal friend and his company maintains my river cruiser
Melanie Vigo di Gallidoro		None