

Broads Authority

Agenda 18 March 2022

10.00am

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

John Packman, Chief Executive – Friday, 11 March 2022

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

Introduction

1. To receive apologies for absence
2. Chairman's announcements
3. Introduction of members and declarations of interest
4. To note whether any items have been proposed as matters of urgent business
5. Public question time – to note whether any questions have been raised by members of the public
6. **To receive and confirm the minutes of the Broads Authority meeting held on 28 January 2022** (Pages 3-14)
7. **Summary of actions and outstanding issues following decisions at previous meetings – to note the schedule** (Pages 15-18)

Strategy and policy

8. **Landscape Review – response to Government consultation** (Pages 19-33)
Report by Chief Executive
9. **Safety on the Broads** (Pages 34-48)
Report by the Director of Operations
10. **Financial performance and direction** (Pages 49-86)
Report by Director of Finance

11. **Strategic Direction: Draft Annual Business Plan 2022/23 and strategic priorities update** (Pages 87-126)
Report by Senior Governance Officer
12. **Risk Management Policy** (Pages 127-134)
Report by Senior Governance Officer
13. **Filby, Rollesby and Winterton Neighbourhood Plans – adoption** (Pages 135-136)
Report by Planning Policy Officer

Governance

14. **Committee calendar 2022/2023** (Pages 137-140)
Report by Governance Officer

Reports for information

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

Minutes to be received

16. To receive the minutes of the following meetings:
17. [Audit and Risk Committee – 21 September 2021](#)
[Broads Local Access Forum – 1 December 2021](#)
[Planning Committee – 7 January 2022](#)
[Planning Committee – 4 February 2022](#)
18. Other items of business
Items of business which the chairman decides should be considered as a matter of urgency pursuant to section 100B (4)(b) of the Local Government Act 1972
19. To answer any formal questions of which due notice has been given
20. To note the date of the next meeting – **Friday 13 May 2022** at 10.00am at Yare House, 62/64 Thorpe Road, Norwich

Broads Authority

Minutes of the meeting held on 28 January 2022

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Present

Bill Dickson – in the Chair, Harry Blathwayt, Stephen Bolt, Matthew Bradbury, Nigel Brennan, Andrée Gee, Paul Hayden, Tristram Hilborn, Tim Jickells, James Knight, Michael Scott, Matthew Shardlow, Simon Sparrow and Vic Thomson

In attendance

Natalie Beale – Planning Policy Officer (item 11), Chris Bing – Monitoring Officer, Andrea Kelly – Environment Policy Adviser (item 8), Emma Krelle – Director of Finance, John Packman – Chief Executive, Rob Rogers – Director of Operations, Marie-Pierre Tighe – Director of Strategic Services and Sara Utting – Senior Governance Officer

1. Welcome and apologies

The Chairman welcomed everyone to the meeting.

Apologies were received from Gail Harris, Leslie Mogford, Greg Munford, Simon Roberts, Nicky Talbot, Melanie Vigo di Gallidoro and Fran Whymark.

2. Chairman's announcements

Openness of Local Government Bodies Regulations 2014

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

Member annual appraisals

The Chair reminded members that the annual appraisal process would commence shortly and he encouraged all members to participate, acknowledging that it was mandatory for Secretary of State appointees. He added that the form had been amended, with a focus on self-appraisal against set criteria, and hoped members would consider this a more meaningful and useful approach. Members were welcome to speak to him and/or the Vice-Chair for an informal chat before the appraisal process started, and members should liaise with Sarah Mullarney, Governance Officer.

Water Mills and Marshes

The Chair informed members that the Six Mile House project was a contender in the Conservation and Regeneration category for the Construction in Excellence Awards which were taking place that night in London. Sir Peter Dixon, former Vice-Chair, had kindly agreed to represent the Broads Authority. The Chair congratulated Andrew Farrell, the Authority's project manager on achieving such success which was a tremendous achievement.

3. Introduction of members and declarations of interest

Members provided their declarations of interest as set out in Appendix 1 to these minutes and in addition to those already registered.

4. Items of urgent business

There were no items of urgent business.

5. Public question time

No public questions had been received.

6. Minutes of last meeting

The minutes of the meeting held on 19 November 2021 were approved as a correct record and signed by the Chairman.

7. Summary of actions and outstanding issues

Members received the latest summary of actions and outstanding issues following decisions at previous meetings. Verbal updates were provided at the meeting on some of the items as follows:

National Parks Review: response – the member workshop had been arranged for 24 February at 2pm.

Wherryman's Way footpath – recruitment was underway for the vacant post of Waterways and Recreation Officer. A meeting was scheduled with Norfolk County Council in March to discuss how the CIL money would be spent and if the BA element of the project had been successful. Some works had already been undertaken, such as the dredging of the Chet, and the costs of this work would be refunded to the Broads Authority if the bid was successful. The County Councillor for the area stated that the £0.5m involved in these three projects was much needed, particularly for improvement works to the footpaths at the river's edge. One of the paths was currently permissive but it was hoped this would be redesignated a public footpath and realign Wherryman's Way with it. He expressed his appreciation of the former Waterways and Recreation Officer for all his hard work on the project.

Responding to Climate Change Emergency – all 14 National Parks had signed up to the "Count Us In" initiative. The work by Smallworld Consulting Ltd was almost complete and a report would be presented to the Authority in the near future. A workshop on the outcome of the feasibility study into sustainable boating was being planned for April. An application for funding under the second round of the Clean Maritime Programme would be made in the summer.

Nature for Climate Peatlands Discovery Grant – an internal Board meeting had been held on Monday and officers were pleased with the progress being made with the project.

Farming in Protected Landscapes (FiPL) – a Land Management Board meeting had taken place on Monday, and while there were no applications for consideration, the Board had reviewed all grants awarded in the first year and considered guidance on how the grants should be dispersed for the coming year. In year 1, 15 projects had been awarded a grant, ranging from £2,900.77 for sedge harvesting equipment up to £75,000 for the construction of a reservoir. Of the total budget of £280,661.41, approximately £6,000 would remain unspent as it had proven possible to keep the advice and administration costs very low. The Chief Executive thanked Andrea Kelly and Kylie Moos for all their hard work, together with Hannah Norman, the new Catchment Officer who had taken over the FiPL work from Andrea. Next year would see only half the amount of money compared to year 1, which was disappointing. Therefore, the Board had agreed to reduce the maximum grant threshold from £75,000 to £50,000 with the aim of funding around ten projects. In response to a question on the future years' budget, the Chief Executive advised that the total pot of money for the National Parks and AONBs was £50m, with £25m allocated by the Treasury for year 1 and the remaining £25m over the next two years. Defra prioritised the uplands and AONBs so therefore the Broads was one of the smaller allocations which was disappointing, given the importance of farming in the Broads. Some of the uplands, together with some of the AONBs, had been unable to spend their money and it had been initially hoped this unspent cash could be transferred to other areas but this had not ultimately been agreed by the Treasury who had decided a carry forward into future years. The plan was to hold a site visit in the summer to show members the funded projects. A member questioned if match funding was being sought and the CE responded that, in the first year, most of the grants had some level of match funding and it had been possible to fund 100%. However, one of the discussions at the recent Board meeting was moving towards a requirement for all potential projects to find some level of match-funding, except those involved in education and training.

A member questioned if the use of a Conservation Covenant had been looked at to protect the investment, and create a nature benefit to the National Park through an agreement in perpetuity and whether the Authority had considered registering to be a Responsible Body under the legislation. The Environment Policy Adviser (EPA) commented that whilst the Authority had little previous experience in this area, it was quickly learning through its work with Palladium, and this would increase officers' knowledge of such opportunities to fund the aspirations of the Broads Plan. A high level of engagement was essential. In terms of Conservation Covenants, there had not yet been any schemes relevant so far but as the pace picked up, with the Government wanting to fund landscape scale change and the Authority wanting to lock its money into long-term schemes, there was a real need to make this money work on a larger scale. However, this was a small pot of funding and the Board had talked about small scale farmers and sedge cutters etc and the opportunities this could provide for them by accessing regular funding to continue their business, in what was an increasingly unviable market. It was hard enough for farmers to continue with their business, let alone be innovative and it was important to support that innovation, as well as deliver what farmers wanted and needed. The CE added that it was pleasing to note that a young person had been employed by a reed and sedge cutter as a result of this funding.

In response to a question about applications from parish councils, the EPA advised that none had been received as yet. The new Project Manager would be doing more engagement, with newsletters, talks etc to encourage smaller land owners and it was recognised that parish councils did have a lot of contact with farmers.

A member congratulated the staff on delivering the programme in such a short space of time and during what was a difficult time for farmers, with the loss of the Basic Payment Scheme and Countryside Stewardship Scheme etc. He felt that the success should be highlighted to feed into the design of future national schemes. Leverage of funding was very important and it was mentioned that the LEP was shifting its focus to a more climate friendly approach and he recommended officers make contact. The EPA replied that she had recently spoken to the LEP re food branding – the economics of farming was on a knife edge in the Broads, eg profitability as the price of beef was down dramatically. There was a need to provide additional funding, possibly through biodiversity net gain from the high level of development in the area, and if that were to be prioritised across landscape, with all the opportunities available, the Broads and the AONBs needed continued investment.

A member referred to carbon credits and whether officers had looked into as a potential source of income. The CE responded that Palladium was the Authority's link and that would be picked up through the next item on the agenda.

Another member endorsed the congratulations but also referred to the need to be clear in the messaging about the longer-term availability of funding from the Authority. The CE referred to the discussions at the recent Land Management Board meeting about the available money, particularly as it would be half in subsequent years, and so there would be a delicate balance in encouraging people to apply but in ensuring only the right schemes applied, particularly those working in partnership to try out innovative ideas. He concurred that the communications messaging would be delicate and as mentioned previously, the long-term future of agricultural support was still uncertain but FiPL had provided a mechanism to highlight the usefulness of National Parks in delivering such schemes. The EPA added that under the two test and trials projects, the Authority had developed a good relationship with Defra's Environment Land Management team and discussions were taking place at a national level about the fundamental economics of the Broads.

The report was noted.

8. Peatland Discovery Grant update and Framework Procurement

The Director of Strategic Services (DSS) introduced the report, which provided an update on the implications of the successful award of a Peatland Discovery Grant and consideration of the use of appropriate procurement frameworks, given the very tight timescale and the nature of the work required. She advised members that the Terms of Reference for the Peat Partnership Board had now been agreed, the partnership agreement was ready to be signed by all partner authorities and a risk register had been produced. There was also now a page

on the Authority's [website](#). The biggest constraint with the project was the deadline to spend the grant by March 2023.

The Director of Finance outlined the proposals for the procurement framework, advising that these types of frameworks had already been used by the Authority (mainly through the Crown Commercial Services) for the procurement of insurance, legal services and the HR system. The proposals, if approved, would require an amendment to the Standing Orders for Contracts as detailed in the report. A key benefit would be a reduction in the amount of officer time required to procure the required services and expertise, as well as advance knowledge of the likely costs.

A member congratulated officers on securing the grant and endorsed the use of a procurement framework, as this was considered to be essential in delivering the project within the timescale. He invited officers to give a short explanation of what would be the next steps for the project. The DSS advised that the restoration phase would be next, with the aim of having some sites ready in 2023. The Environment Policy Advisor added that not all of the 13 schemes would go forward for restoration. The restoration phase would be open to applications in April 2023 for delivery over 1.5 years. Some schemes would not have all the Permits in place and there may also be legal agreements required with landowners. However, the Authority was engaging with the Environment Agency and there may be other methods and grant opportunities available in the future. Therefore, whilst restoration was a logical next step, there would be other things integrated: finance and landscape recovery, which would all take time and possibly beyond the 13 sites referred to in the report

A member commented that he acknowledged the advantages with procurement via frameworks but there were also risks, which he considered were not mentioned in the report. Peatland work was very specialist and it was hard to get the right contractors with the right equipment and experience etc, being a tough market. Officers might find that a site may require particular expertise and equipment which sometimes smaller contractors and not large, had expertise in, as well as the required equipment. He had concerns at the level of staff resource allocated and hoped this was sufficient to deliver. The EPA replied that local contractors had been engaged and were being procured through the existing tender process for a substantial amount of work. The framework element was for those elements where local contractors were unable to deliver the work through their competencies and experiences, such as engineering. They would also be engaging with other initiatives, like pump replacements being commissioned by the IDBs. In addition, with regard to the recently announced tender for the Water Resources East project "Water for Tomorrow", officers had been campaigning for the water resources associated with peatland change to be recognised in the strategic approach. A lot of work was going on and this was being localised from strategic level right down to the sites themselves. The DSS added that two new staff were being recruited for this project: a Project Manager (interviews next week) and a Peat Project Officer in support. The EPA advised that she had received confirmation that the officer role would be filled by a secondment from Suffolk Wildlife Trust, subject to contract.

Another member referred to the discussions at the last meeting regarding Public Sector Cooperation Agreements and how these could potentially also be used for some of the practical works, eg the IDBs, local authorities, EA etc could undertake some of the practical works at a fraction of the cost (on a not-for-profit basis) of large engineering firms and he would like to see that recognised as part of this project.

Tim Jickells proposed, seconded by Harry Blathwayt, and

It was resolved unanimously to:

- i) note the update and**
- ii) delegate to the Director of Finance the choice and use of appropriate procurement frameworks for the Nature for Climate Peatland Grant Scheme and other projects and amend the Authority's Standing Orders relating to Contracts to allow for this process.**

9. Budget 2022/23 and financial strategy to 2024/25

The Director of Finance (DF) introduced the report, which provided a strategic overview of current issues and items for decision. She referred to the assumptions for the budget and financial strategy (para 11 in the report) and highlighted a number of key points, together with a verbal update (as at end of December 2021) as follows:

- Table 1, p27 – total variance was now £659,314.
- Toll income was £184,000 above the annual budget - forecast indicated a figure of £195,000 at the end of the financial year.
- Earmarked Reserves were now £2.4m due to higher than profiled as income had been received for the Heritage Lottery Fund project.
- Flat cash settlement from Defra for the National Park Grant had been assumed and the 3.6% increase on tolls had been included.
- Paragraph 6.3 identified the relevant factors which were considered when setting the budget and pay remained a difficult one to predict particularly in view of the outstanding pay award settlement for 2021/22.
- Salary costs were also further impacted by the introduction of the National Insurance increase towards health and social care. Staff costs were 68% of total budget for 2022/23.
- Impact of increase in inflation and increased costs of energy – CPI at 5.4%, CPIH 4.8% and RPI 7.5%. The CPI was previously 3.2% when toll charges were being set.
- At the time of setting the budget for 21/22, it was forecast that 20 boats would be removed from the fleet but this did not happen, based on information shared by hire boat operators and so the forecast for 22/23 anticipated a further 40 would be removed.
- Table 5 - Operations budget included increases due to rising costs of materials and increased tax rate on red diesel; increased costs of hire boat licensing due to additional staffing hours agreed as part of the tolls setting.
- Strategic Services and Finance & Support Services also had salaries increased due to staff costs and the additional posts to strengthen the tolls and finance sections.
- Table 6 – the split between costs remained broadly the same for 21/22 and 22/23.

- There may be concern by the deficit budget but this was balanced in the short-term through the use of reserves. For National Park in 23/24 costs will need to be carefully balanced to maintain reserve minimum (£100,000 + 10%). Navigation budget would return to a surplus from 24/25.
- Future level of charges and expenditure would be refined later that year due to close relationship with NP costs.

A member questioned when it was likely the Authority could balance its books to which the DF responded that the budget was based on posts being filled 100% continuously but, for a number of reasons including the recent pandemic, a number of employees had decided to leave and so there had been a higher than usual turnover of staff. When the post became vacant there was always a gap before a new starter joined and this was forecast as a salary saving in the budget and the budget was always based on a worst case scenario, but officers would always prefer vacant posts to be filled as soon as possible.

Another member referred to the underspend in the previous year and asked if the right balance had been achieved between savings and expenditure, or had the Authority been too conservative with budgeting, but he acknowledged the challenges faced. The DF responded that under the Financial Management Code, officers would look at adjustments to forecasts, as there had been in-year savings or vacancies and these would be reinvested. However, this had not happened this year and for a number of reasons: 1) being short-staffed which had a huge impact; 2) budget holders were reluctant to release unspent budgets believing they would be spent at year-end, although there may only be three months left, and 3) the Authority's budgets were set early in order to agree the level of tolls. This meant that when other things came along, like the Nature for Peatlands Discovery Grant, it was necessary to re-prioritise. The Chief Executive commented that these were very pertinent comments by members. The Authority had traditionally been cautious, with its budget facing huge uncertainty. There were questions over the level of next year's grant, and the salary costs for not only this year but next year as well. As mentioned previously, salary costs made up 68% of the Authority's total costs and so any increase, even a difference from 1.5% to 2%, would have a significant impact on the salary budget. In addition, materials had also increased in cost above inflation but income had remained fixed and, in real terms, actually fallen. That was why a very cautious approach had been taken to the budget for members' approval. A member drew attention to the reference in paragraph 13.1 of the report, saying it would be disappointing if the Authority had reached its limit for project capacity. The CE responded that he had discussed this issue with other National Parks and Defra – looking back to 2010/11 figures for the NP grant and inflation, the Authority now received 46% less. This point had been made to Defra: the fact that the Authority depended on central grant for its core activity. Core staff, such as HR, IT and finance, had been constrained to the lowest level possible due to the reduction in grant. There were opportunities for expanding but projects would need to be carefully managed. Staff such as the Environment Policy Adviser had limited capacity and were already under pressure so the Authority had to be realistic about the scale of work staff could take on. There was a delicate balance between continuing to be ambitious and not taking on more than could realistically be achieved. The member responded there was consequently an argument to push for full costs recovery for all projects so officer time was funded from projects and not National Park grant. The CE commented that this was being done to some extent, such as through the finance team, but it must be acknowledged that

this was against a background of the core staff shrinking as a result of the decrease by 46% of Authority funding, which was certainly a challenge.

Another member referred to the costs of replacement vehicles and vessels (paragraph 12.4) and questioned if second-hand or refurbished replacements had been considered. The Director of Operations advised that the launches were beyond the end of their life and the wherry had been repaired significantly over time but was now in a very poor condition. He added that officers did look at the second-hand market and very rarely bought brand new service vessels, although sometimes buying second-hand could be a false economy.

Matthew Bradbury proposed, seconded by Stephen Bolt, and

It was resolved unanimously to note the actual income and expenditure figures and adopt

- i) the 2022/23 budget, including endorsement of the assumptions made applied in preparation of the budget and**
- ii) the Earmarked Reserves and Financial Strategy for the period 2022/23 to 2024/25.**

10. Strategic Priorities update

The Chief Executive introduced the report, which set out the latest progress in implementing the Broads Authority's set of annual strategic priorities, which were mostly on track or completed. He advised that a consultant had now been appointed for the Habitats Regulations Assessment and referred to the recent member workshop on the Broads Plan which had been very successful. It was planned to present the draft Plan at the May meeting for approval as a consultation draft.

The report was noted.

11. Recreation Impact Avoidance and Mitigation Strategies (RAMS)

The Planning Policy Officer (PPO) introduced the report, which sought approval for the Norfolk RAMS and Suffolk Coast RAMS schemes. At its meeting on 7 January 2022, the Planning Committee had recommended the schemes to the Authority for approval.

A member questioned how much money was expected to be received; what would happen to the money collected by the Broads Authority and the arrangements for deciding how the money would be spent. The PPO responded that once the scheme was ready to commence the Authority would collect the money for its area and ringfence. Once the governance arrangements had been agreed, it was anticipated the money would sit with a holding body, such as Norfolk County Council. As it was a county-wide approach, the new Board would decide how to spend the money, with input from all partner organisations through both officer and member representation.

In response to comments about whether the sums would be sufficient to manage the impacts, and in perpetuity, together with the disparity between the Norfolk and Suffolk tariffs, the PPO advised that the project was evidence-based as identified in the Strategy appended to the

report, which had been produced by an experienced consultant. A very similar approach had been applied throughout the country and this approach had been endorsed by Natural England. She added that similar concerns had been expressed by some members on the Norfolk Strategic Planning Member Forum. In terms of the differing tariffs, this was explained in the report and evidenced in the Strategy, and included issues such as the number of houses proposed, different types of area etc. In addition, the Authority had not been involved in the Suffolk scheme until much later in the process.

A member commented that it should be acknowledged that the Authority had no control over the level of the tariff. However, he considered it to be a blunt instrument, covering not just residential properties but tourist accommodation as well. He questioned if it was supported by a nationwide mechanism, similar to CIL for example. The PPO responded that it was covered by the Habitats Regulation Assessments under the various Regulations transposed into UK law from the EU, to cover the likely significant impacts of people visiting protected sites etc.

A member who had attended meetings of the Norfolk Member Forum advised that the Norfolk scheme was the result of several years of negotiation between all the district councils and county council which had been a difficult process at times. It was accepted that this was an imperfect blunt instrument but recognised the impact of development and provided a mechanism from the CG Directive. Another member commented that North Norfolk District Council was already collecting the tariff and no particular problems had been encountered; all national developers were paying elsewhere in the country and Norfolk was behind other counties.

Another member stated that, whilst he had some concerns, it should be accepted that progress had been made, and this was a small step in the right direction and would hopefully follow the success of other projects in the country and put pressure on to promote mitigation and the damage which might be caused, particularly in view of the scale of development proposed and increased popularity of staycations.

Matthew Bradbury proposed, seconded by Tim Jickells, and

It was resolved unanimously to endorse the Suffolk Coast and Norfolk RAMS schemes.

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

There were no matters to report under this item.

13. Minutes to be received

Members received the minutes of the following meetings:

Broads Local Access Forum – 1 September 2021

Navigation Committee – 21 October 2021

Planning Committee – 5 November 2021

Planning Committee – 3 December 2021

14. Other items of business

None.

15. Formal questions

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

16. Date of next meeting

The next meeting of the Authority would be held on Friday 18 March 2022 at 10.00am.

The meeting ended at 11.35am

Signed by

Chairman

Appendix 1 – Declaration of interests: Broads Authority, 28 January 2022

Member	Agenda/minute	Nature of interest
Vic Thomson	7 (Wherryman's Way footpath – CIL application)	County Councillor for Surlingham & Bramerton. Other Registerable Interest.

Broads Authority

18 March 2022

Agenda item number 7

Summary of actions and outstanding issues following decisions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
National Parks Review: Response	28/09/2018	John Packman	That the Chairs' Group, together with the Chief Executive, provide a robust response for submission to the Review Team based on the eight areas required of the team and guidance from Members as indicated. Deadline response submission 18 December 2018. Chairs Group to meet 5 Dec 2018 to finalise response and consider points raised. Members also able to submit individual responses.	<p>Sept 2019: DEFRA - Landscapes Review - Final Report 2019 (publishing.service.gov.uk) published 21 Sept. Awaiting Government response to review.</p> <p>Nov 2019/Jan 2020: Members received preliminary paper for discussion. Report on 31 Jan highlighted Review's 27 proposals and asked Members to consider BA priorities for more detailed discussion. Agreed to focus on where BA already taking action in line with Broads Plan, and where resources allow.</p> <p>Mar 2020: Issues for future discussion: Climate change and carbon capture; Biodiversity and future of agriculture; Promoting wider participation with National Parks on health and wellbeing benefits; Explore Proposal 21 Welcoming new landscaping approaches in cities and the coast - e.g. Norwich City as a National Park City.</p> <p>May 2020: Report and presentation on climate change to be given at BA meeting 24 July 2020.</p> <p>Oct 2020: Awaiting Government response on Landscape Review.</p> <p>Nov 2020: Defra's publication of The Ten Point Plan for a Green Industrial Revolution (publishing.service.gov.uk), which includes this headline "New national parks and greater protections for England's iconic landscapes to improve access to nature and better protect the country's rich wildlife and biodiversity".</p> <p>April 2021: Awaiting Government response on Landscapes Review.</p> <p>June 2021: Written Ministerial Statement issued on 24 June Written statements - Written questions, answers and statements - UK Parliament, and response from National Park England Landscapes review - government response: National Parks England</p> <p>Jan 2022: Landscapes review (National Parks and AONBs): government response - GOV.UK (www.gov.uk) published on 15 January 2022. Consultation period of 12 weeks. Member workshop to be arranged.</p> <p>Feb 2022: Member workshop held on 24 February.</p> <p>March 2022: Report to consider Authority's response to the Government's consultation on this agenda (item 8).</p>	24/07/2020
Wherryman's Way footpath on River Chet	26/07/2019	Rob Rogers	Wherryman's Way footpath by River Chet included in priority actions for new Waterways and Recreation Officer. Discussions	Work to be split into 2 phases over winter 2020 and 2021. Plan is to concentrate efforts in first year on Loddon FP4, Langley with Hardley FP9 and Loddon FP5. NCC to repair two bridges at Loddon FP4 by Sept 2020. Environmental officers to complete minor tree/shrub clearance by Oct 2020.	31/12/2021

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			ongoing with Norfolk County Council.	<p>BA operations team to dredge Chet for 3 months from Oct 2020 and dispose of material on sections of footpaths mentioned. They will return 6 months later to rebuild paths with new material. Similar work to continue in 2021 to restore rest of footpaths at eastern end of Hardley Flood.</p> <p>May 2020: Project now part of a much larger programme of works in partnership with Norfolk County Council and CIL application; to include new circular routes, bank stabilisation, signs and infrastructure, and access for all resurfacing works. Programme improvements across entire Wherryman's Way beginning 2021.</p> <p>Oct 2020: Funding application submitted Aug, been through first round approval and decision to be made in Dec.</p> <p>Dec 2020: Application unsuccessful. Reframing bid with Norfolk CC colleagues to submit in a future funding round.</p> <p>Apr 2021: BA to dredge River Chet and place sediment onto footpath winter 2021/2022. Arrangement made with Norfolk CC to return up to 18 months later to reshape footpath once sediment has dried.</p> <p>Jun 2021: BA partnering up with NCC for CIL application to carry out additional works here and at Surlingham and Bramerton.</p> <p>July 2021: The CIL bid has been submitted (end of July 2021) with responses for successful bids expected in Nov 2021. Dredging in the River Chet is programmed for October 21 with material being deposited onto the footway to help build up the path. The CIL money (if successful) will be used to restore bridges and stabilise the banks at weak points.</p> <p>March 2022: A meeting at Norfolk County Council in March 2022 will decide which Community Infrastructure Levy funded projects are successful and the Broads Authority have two bids in the offing, Bramerton and Surlingham dedicated footpaths. If successful delivery will be progressed in 2022/23.</p>	
Responding to Climate Change Emergency	27/09/2019	John Packman	<p>To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to: Recognise climate emergency Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040.</p> <p>Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system</p> <p>Work with constituent local authorities to reduce emissions from domestic, travel and other</p>	<p>Sept 2019: Principles agreed - first in series of items dealing with climate change.</p> <p>22 Nov 2019: Presentation to BA from Asher Minns, Director of Tyndall Centre at UEA and update by CANAPE Project Manager/Carbon Reduction Projects Manager.</p> <p>10 Jan 2020: Planning Committee report on planning policy response to climate change mitigation and adaptation.</p> <p>May 2020: Progress report to BA prepared on Climate Change Action Plan for Broads Authority and Broads Area. Deferred to BA meeting in July due to COVID-19 situation.</p> <p>July 2020: Report on agenda on Climate Change Action Plan - agreed to set target of 1.5 degree compliant emissions curve for Broads executive area, in line with Tyndall Centre recommendations, and use as basis for public engagement and working with partners.</p> <p>Sept 2020: National Parks England received data from BEIS on emissions from National Parks and the Broads. Work underway to better understand these figures, in particular around boating emissions listed as several times higher than previous estimates.</p> <p>Yare House electricity supply switched to Green Tariff. BA investigating capacity of its equipment to use higher percentages of biofuel. These measures will achieve targeted savings for this year.</p> <p>With South Downs NPA, BA working with Smallworld Consulting Ltd to deliver Consumption Baseline for Broads Area by March 2021. From data provided by this and BEIS data, BA will establish savings needed in each year to achieve carbon neutrality.</p> <p>12 Mar 2021: Facilitated presentation on climate change to the Norfolk Public Sector Leaders Board.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			<p>sources in the Broads across the two counties.</p> <p>Work with farmers, land managers, NFU and Defra to influence land management practices, to maintain and build organic matter and carbon in soil, improve biodiversity and store water to protect against flooding and drought.</p> <p>Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism; and Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.</p>	<p>August 2021: Trial of HVO Biofuel with the CME team has been successful. This can provide a low-carbon fuel source for our heavy equipment before electric/alternative fuelled equipment becomes available, and make a substantial reduction in the BA Carbon Footprint.</p> <p>Ongoing work with Smallworld Consulting Ltd to calculate a consumption based Climate Footprint for the Broads Executive Area, in line with the National Parks Family. This will inform our high level targets for Climate Mitigation.</p> <p>We have carried out a survey of boat owners in the Broads to get a better understanding of usage habits and fuel consumption, and to gather views on green boating.</p> <p>We have successfully received funding to carry out a partnership project (led by Ren Energy Ltd) to deliver a feasibility study into an electrified Broads network.</p> <p>19 November 2021: Agreed, in principle, to support the National Parks' involvement as a hub in the "Count Us In" Protect What You Love Count Us In (count-us-in.org) initiative and work with partners and others to promote the development of "Broads specific" actions, linked to the 16 "Count Us In" themes, to residents and visitors to help tackle climate change and biodiversity loss in the Broads in order to develop behaviour change messaging.</p>	
'Broads Peat' - A Nature for Climate Peatland Grant Scheme project	23/07/2021	Andrea Kelly	<p>Broads Peat - 15 month partnership project 100% funded by the Nature for Climate Peatland Grant Scheme. Preparing 13 of sites to develop peat building conditions (via baseline surveys, permissions etc), and exploring private finance to support the restoration with Revere.</p> <p>Broads Peat started in November and will close in March 2023.</p>	<p>July 2021: Members agreed to submit an application, at the Broads Authority meeting on 23 July 2021, with the Authority as the lead partner.</p> <p>Aug 2021: Bid submitted, for around £800k project across 13 sites, with 7 partner organisations and 9 private landowners. Natural England report that they will announce successful projects in mid-November 2021.</p> <p>Oct 2021: Responses to 12 clarification questions submitted. Initial preparation on recruitment and procurement.</p> <p>Dec 2021: Awarded £800k grant on 24 Nov. Internal Board meeting weekly. Held partnership meeting on 26 Nov, including adoption of ToR, PA, Procurement and Schedule. First round of recruitment for PM unsuccessful. Re-advertising into January. Secondment for PO being advertised into January. Stage one small contracts let. Tender for seven work packages developed to advertise in early January. Framework Contracts being assessed. Paper for Jan 22 BA Committee prepared. Press release in EDP. £800,000 grant for project to restore peatland in the Broads Eastern Daily Press (edp24.co.uk). Webpage drafted. Agreement with Palladium and landowners being drafted.</p> <p>Jan 2022: An update on Broads Peat and Framework Procurement was provided to members at the 28 Jan 2022 BA meeting. Peat depth and land level assessments underway. Developed farmer engagement programme to discuss private finance and land management.</p> <p>February 2022: Recruitment for two posts progressing, and start of the standstill period for activities consulted by tender. Linking with two other Discovery Grant projects in the East.</p> <p>March 2022: Secondments from Birketts and the Suffolk Wildlife Trust agreed and staff started work.</p>	31/03/2023

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Farming in Protected Landscapes (FiPL)	23/07/2021	Marie-Pierre Tighe	To deliver the Farming in Protected Landscapes (FiPL) programme.	<p>24 August 2021: First meeting of the Local Assessment Panel (called the Broads and Norfolk Coast Land Management Board), in collaboration with Norfolk Coast AONB. Ten applications were approved: five from the Broads (about 62% of the allocation), and 5 from the AONB (about 69% of the allocation).</p> <p>22 October 2021: Another two Local Assessment Panels (on 30 September and 8 November) to approve additional projects (12 approved, over 90% fund allocated). Some work on-going to reallocate some of the administrative and advice project towards the project pot. The website will publish the summary of the successful projects. Farming in Protected Landscapes (broads-authority.gov.uk) The catchment and farming officer joined the Authority on 21 October.</p> <p>17 December 2021: Additional Local Assessment Panel (on 14 December) with 3 new applications approved (two in the Broads and one in the AONB). These projects will be for Year 2 (start from April 2022). The Board thanked the team for the team's support since FiPL was announced this summer. Two farmer Board members presented successful FiPL projects at a national workshop of ~600 people. FiPL evaluation completed by members of the PL Team.</p> <p>February 2022: The Board agreed at their January meeting the changes for Year 2 submissions, with a maximum grant of £50k. Preparation of communications about the success of Year 1 projects.</p> <p>10 March 2022: Next meeting of the Land Management Board will consider three further applications for funding.</p>	

Date of report: 07 March 2022

Broads Authority

18 March 2022

Agenda item number 8

Landscapes Review – response to Government consultation

Report by Chief Executive

Purpose

To consider the Broads Authority’s draft response to the Government consultation associated with the Landscapes Review, following the feedback from the Authority’s Member Workshop held on 24 February.

Broads Plan context

The Landscapes Review and the Government’s response to it are examining the potential to strengthen the engagement of public bodies in protected landscape management plans, which would be welcomed.

Recommended decisions

To agree a response to the Government’s consultation associated with the Landscapes Review (Appendix 1);

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1. Background

- 1.1. In May 2018 Michael Gove, then Secretary of State for the Environment, initiated a review of National Parks and Areas of Outstanding Natural Beauty (AONBs) in response to the 25 Year Environment Plan. The Review Team, led by Julian Glover, was asked to consider what might be done better, what changes might help those who live and work in our protected landscapes, and whether current definitions and systems were sufficient.
- 1.2. The Landscapes Review Final Report was published on 21 September 2019 and can be found at: [DEFRA - Landscapes Review - Final Report 2019 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/424242/DEFRA_-_Landscapes_Review_-_Final_Report_2019.pdf)
- 1.3. The Review contained 27 proposals, some of which would require changes to the primary legislation, the creation of new bodies and substantial additional resources. The Government's response to the Review was published on 15 January 2022 and can be found at: [Landscapes review \(National Parks and AONBs\): government response - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/landscapes-review-national-parks-and-aonbs-government-response)
- 1.4. At the same time, the Government launched a public consultation consisting of 25 questions. There will be a further response from the Government following the consultation, which closes on 9 April.
- 1.5. This report is based on feedback from the Authority's members at the workshop held on 24 February to consider questions identified as the highest priority. The key issues raised are summarised in Section 3 and relate to purposes, governance and finance. A draft response to the consultation is at Appendix 1
- 1.6. Members raised the wider strategic point that there is a contradiction in the Government response, which is proposing to widen the responsibilities of National Park Authorities and the Broads Authority, for example to include health and wellbeing, at a time when their financial resources have been, and are continuing to be, cut. The benefits of green social prescribing linking people to nature-based interventions and activities are now well established, but without additional resources it is impossible for the protected landscapes to make any significant contribution to this.

2. Draft response to the more straightforward issues

- 2.1. Some of the questions seem relatively straightforward, and there appeared to be considerable agreement at the workshop on how the Authority should respond to some of the high priority questions. This section deals with those issues.

Questions 8 and 9 - Agricultural Transition

- 2.2. The Authority's engagement with farmers, landowners and managers and the staff members of the Norfolk Coast AONB in the delivery of Farming in Protected Landscapes

Scheme (FIPL) has been a success. Most of the bullet points suggested in the consultation could be ticked, including the final one: “Building on FiPL, empowering protected landscapes to support decision-making and delivery against agreed priorities, including through dedicated project coordinators and advisers”.

- 2.3. On the preparation of Local Nature Recovery Strategies (LNRS), officers have long since learnt the importance of working across the whole of the Broads catchment, which covers a large portion of Norfolk and Suffolk, and it would make little sense focusing only on the Broads in the context of preparing a LNRS.

Questions 10, 18, 19 and 20 - AONBs

- 2.4. The Authority’s officers work closely with and support the Norfolk Coast AONB in Norfolk, which partly overlaps with the Broads executive area. The Authority also keeps updated on main issues for the Suffolk Coast & Heaths AONB and Dedham Vale AONB in Suffolk.
- 2.5. Officers are of the view that we support the ambitions for these areas to have a greater role in planning, particularly in commenting on significant planning applications as a statutory consultee and in having a second purpose relating to connecting people and places. We are less sure about what role AONBs should have in the plan-making process.

Questions 22 and 23 - A Clearer Role for Public Bodies

- 2.6. Section 17A of the Norfolk and Suffolk Broads Act 1988 is entitled “General duty of public bodies etc.” and states the following:
 - (1) In exercising or performing any functions in relation to, or so as to affect, land in the Broads, a relevant authority shall have regard to the purposes of—
 - (a) conserving and enhancing the natural beauty, wildlife and cultural heritage of the Broads;
 - (b) promoting opportunities for the understanding and enjoyment of the special qualities of the Broads by the public; and
 - (c) protecting the interests of navigation.
- 2.7. There is a similar provision for National Parks (Section 62) and the argument for some years is that “shall have regard to the purposes of” is weak and a better wording would be “to further the purposes of”. This would appear to have merit and is suggested for support by the Authority.

Questions 24 - General Power of Competence

- 2.8. There are different views between National Park Authorities on this issue. Some feel the legislation provides powers for their organisation to carry out all the activities it needs to deliver its statutory purposes, while others are concerned they are not able to act with all the freedom they need.
- 2.9. The General Power of Competence (GPC) was introduced by the Localism Act 2011 and took effect in February 2012. It gives councils the power to do anything an individual

can do provided it is not prohibited by other legislation. It applies to all principal councils (district, county and unitary councils, etc) and to eligible parish and town councils. It replaces the wellbeing powers in England provided under the Local Government Act 2000.

2.10. **Section 2 (7) of the Norfolk and Suffolk Broads Act 1988** states:

(7) The Authority shall have power to do anything which is necessary or expedient for the purpose of enabling it to carry out its functions, or for incidental purposes, including power—

(a) to acquire, manage, reclaim and dispose of land or other property;

(b) to carry out any building or other operations; and

(c) carry on any business or undertaking.

2.11. This is drawn fairly broadly, and the Authority has not identified the same issues as some of the National Park Authorities. It is therefore arguable that including the General Power of Competence in the Broads Authority's legislation would have much practical impact, other than a symbolic statement (although that might in itself be useful). We are unsure of the value of this proposal and suggest we seek legal advice on the point.

3. Response to less straightforward matters

3.1. From the debate at the member workshop, there appear to be three areas on which there are more differences of opinion: Purposes, Local Governance and Finance. These are considered in this section.

Questions 6, 7 and 11 - Purposes

3.2. Members supported the proposal that the purposes needed to be strengthened to encapsulate the major challenges we face in terms of biodiversity recovery and climate change, and the importance of improving "connections to all parts of our society with our protected landscapes". While it was considered important to maintain alignment as far as possible in the wording for the National Park Authorities it was felt that, rather than adding extra words to the existing clauses, a root and branch review of the purposes, including that for navigation, could be undertaken. However, the term 'biodiversity' was considered preferable to 'wildlife'. It is suggested that officers could represent the Authority's views to Defra officials and officers from the English NPAs to see what level of agreement can be reached on revised wording to the purposes, and that options be presented for members to consider in due course. Members and officers agreed that changing the wording of the purposes in itself achieves very little, and additional resources would be needed to effect change.

3.3. Members are invited to confirm the view from the workshop that the purposes need strengthening; that a more substantial review of the wording is necessary rather than bolting on additional areas of responsibility without additional resources; and that

officers be tasked with raising this approach with Defra officials and colleagues in the English National Park Authorities, and developing options for members to consider.

- 3.4. Proposal 23 (Stronger purposes in law for our national landscapes) in the Landscapes Review argued that:

“Where there is a conflict between any of the three purposes, and the further navigation purpose assigned to the Broads, then greater weight must be given to the first of these purposes under an updated ‘Sandford Principle’ that applies to all our national landscapes and not just to National Parks as it does currently.” (p.135)

- 3.5. The only related statement in the Government’s response is:

“We will obviously need to consider the effects of any changes to statutory purposes separately for the Broads, which has a third statutory purpose in relation to navigation.” (p 8)

- 3.6. While there was no detailed discussion at the workshop on the Sandford Principle, the Chief Executive outlined the reasons why the Authority had maintained the position the prioritisation of the purposes would not be helpful in the integrated management of the Broads. There was little evidence that it had helped or even been used in decision making by National Park Authorities and in the case of the Broads Authority’s approach to management it would be detrimental. For the Broads, none of the three purposes are given any priority and it is for the Broads Authority Board to take a view on any particular matter as to where the priority should lie. In practice the Authority seeks, where possible and appropriate, to find beneficial outcomes for all its purposes in its activities.

- 3.7. Members are invited to confirm that the Authority should maintain its opposition to the application of the Sandford Principle to the Broads Authority’s purposes.

Questions 21 - Local Governance

- 3.8. There was agreement on some questions in this section, though the meaning behind the wording of some questions was not obvious. For example, the bullet point “Improved training and materials” was difficult to disagree with, but what training and materials were envisaged is unclear.

- 3.9. In the discussion on a “streamlined process for removing underperforming members”, it was not clear what process was in place currently, whether ‘underperforming’ related to misconduct issues, or just to a member underperforming in terms of strategic thinking, knowledge etc. and which criteria would initiate the process. In 2008 the Authority opened up the appointment process for the Navigation Committee, including an independent Chair in the shortlisting and interviewing of potential candidates, and this has had a positive impact. “Merit-based criteria for local authority appointments” received support, though the means to achieve this would need to be defined more clearly.

- 3.10. The Government’s response states: “We would like to see greater integration of advisory panels into the development and implementation of statutory management plans by providing specialist expertise and ensuring local voices are heard on decisions that impact local communities.” The “greater use of advisory panels” was not fully understood nor totally supported at the workshop. An alternative mentioned by members was to establish a partnership board with key delivery bodies to support the implementation of the Broads Plan. The next bullet point about greater flexibility in the proportion of different categories of membership was not supported, as Section 7 of the Norfolk and Suffolk Broads Act already gives the Authority great flexibility in seeking amendment to the membership of the organisation if there is sufficient agreement on the proposed changes.
- 3.11. There was little support for the Secretary of State appointing the Chairs of National Park Authorities and the Broads Authority. It was suggested that this would potentially politicise the work of the Board and might create conflict between the Chair and the members. However, the need for the Chair to be politically neutral was felt to be a key feature of the appointment.
- 3.12. **Reduced Board Size** – The Government response states (p21):
“Reducing board sizes would simplify decision-making processes, boost efficiency and follow best practice governance models. Proposal 26 recommended capping boards at 12 members, but this may not be appropriate in areas with large numbers of local authorities.”
- 3.13. There was some support at the workshop for a smaller Board but how this could be achieved while still maintaining local democratic accountability was unclear. Four English National Park Authorities are in areas where the local government arrangements are being restructured with the introduction of unitary authorities and this is being used as the catalyst for reducing the size of the NPA Boards.
- 3.14. Members are invited to confirm that that the Authority supports the principle of a smaller Board but waits to see how the Government responds to this issue following the current consultation before further considering how this might be achieved.

Question 25 - Overall

- 3.15. Question 25 provides an opportunity to raise any other issues not covered in the consultation, particularly as many of the questions allow only binary ‘yes/no’ answers. A key issue raised at the workshop under this heading concerns the complexity of the Authority’s financial and audit arrangements, given the size of the organisation.

More Financial Security

- 3.16. Proposal 27 of the Landscapes Review was for a new financial model – more money, more secure, more enterprising. The Government’s response (see pp 23-24) is that:
“We have already increased the grant settlement for AONB teams by almost £1 million (15%) for the current financial year, however there is relatively limited scope to increase the core grant by the scale suggested in the review, or to provide longer

funding settlements that extend beyond a spending review period. Therefore, the core grant does not provide the opportunity to increase funding to the scale needed to deliver our vision.”

- 3.17. The focus for the Government response is on commercial income and attracting private finance.

“We expect protected landscapes, individually and collectively, to develop and harness the commercial and sponsorship opportunities provided by their unique brand identity. Driving this agenda should be a key objective of the new national landscapes partnership, which should publish a commercial strategy within a year of being established and target a minimum of five new flagship partnerships across the network by 2025.” (p24)

- 3.18. The reality is that the ongoing reduction in National Park Grant in real terms is having a significant negative impact on the Authority’s level of activity despite its success in winning external funding. In 2010/11 the Broads Authority received £4.23 million in National Park Grant. That would be worth £5.55 million now compared to the current Grant of £3.2 million - in real terms, a reduction of 42%.

Separation of National Park and Navigation Income and Expenditure

- 3.19. The Review also stated (p 142) that:

“Other unnecessary complexities, such as the requirement for the Broads Authority to account for income and expenditure from National Park Grant and Navigation separately, or the payment of AONBs in arrears, should also be addressed.”

- 3.20. The Government response is silent on this matter.

- 3.21. In the preparation for the Broads Authority’s Private Bill, agreement was reached with the Royal Yachting Association and British Marine that the requirement to maintain a separate Navigation Account could be removed subject to certain other amendments to the Bill, including the inclusion of a clause requiring the Authority to “prepare a report as soon as reasonably possible after the end of each financial year describing the navigation income received by it and the navigation expenditure incurred by it in that year.” This clause was inserted into the Broads Authority Act 2009 and has been implemented.

- 3.22. However, Defra at the time did not support the use of National Park Grant to support the maintenance of the navigation and the Authority is still required to “to secure that taking one financial year with another navigation expenditure is equal to navigation income”.

- 3.23. This makes the Authority’s accounting arrangements complex, particularly as most of its expenditure lines are shared between its functions. The COVID pandemic gave a graphic and immediate example of the weakness of this situation. A collapse in the Authority’s Navigation Income when hire boat bookings evaporated and income was not forthcoming from private owners or commercial hirers left the navigation side of the Authority’s business in a dire financial position. It took several months of negotiation

with Defra officials for the Authority to get agreement to a special one-off dispensation to employ National Park Grant to support the navigation activity.

- 3.24. A holding response is proposed at question 25, which states that there is a strong appetite for simplifying the need for the Authority to account for income and expenditure from National Park Grant and Navigation separately. Subject to Defra's feedback, this change would require a further report for decision by members.

Audit Requirements

- 3.25. The audit arrangements for the Broads Authority with its turnover of between £7-8 million are in line with those for mainstream local authorities with turnovers many times greater. The Audit and Risk Committee has argued strongly that the audit arrangements should be amended to be more in keeping with the size and complexity of the organisation, and the costs reduced accordingly.

4. Conclusions

- 4.1. At this stage of the Landscapes Review, the Authority has been invited to submit its views to the Government on a limited range of questions. While much of the consultation is not considered contentious by members or officers, it provides an opportunity to consider less straightforward issues on the Authority's purposes, governance and financial arrangements.

Author: John Packman

Date of report: 04 March 2022

Background papers: [DEFRA - Landscapes Review - Final Report 2019 \(publishing.service.gov.uk\)](#) and [Landscapes Review \(National Parks and AONBs\): Government response - GOV.UK \(www.gov.uk\)](#)

[Broads Plan](#) strategic actions: All

Appendix 1 – Draft response to Landscapes Review – Government consultation

Appendix 1 – Draft response to Landscapes Review – Government consultation

Questions	Draft Response
1. Do you want your responses to be confidential? If yes, please give your reason.	No
2. What is your name?	Broads Authority
3. What is your email address?	governance@broads-authority.gov.uk
4. Where are you located? North East/North West/Yorkshire and The Humber/East Midlands/West Midlands/East of England/London/South East/South West/Remote	East of England
5. Which of the following do you identify yourself as? National Park Authority or the Broads Authority/AONB team/Local authority/Other public body/Environmental NGO/Other NGO/Professional body/Academic/Business/Resident of a protected landscape/Member of the general public/Other	Broads Authority
A stronger mission for nature recovery (p10)	Draft response
6. Should a strengthened first purpose of protected landscapes follow the proposals set out in Chapter 2? YES/NO/UNSURE.	Yes. Members suggest it should be part of a wider strengthening and updating of all the Broads Authority’s purposes. Officers to draft options for wording following discussion with Defra officials and National Park Authority colleagues.
7. Which other priorities should be reflected in a strengthened first purpose e.g. climate, cultural heritage? OPEN	Climate change and sea-level rise, and recovery of biodiversity, are high priorities for the Broads Authority.

Agricultural transition (p12)	Draft response
8. Do you support any of the following options as we develop the role of protected landscapes in the new environmental land management schemes? Tick all that apply.	
<ul style="list-style-type: none"> • Designing the environmental land management schemes in a way that works for all farmers and land managers, including the specific circumstances for those in protected landscapes, recognising that farmers in these areas are well-placed to deliver on our environmental priorities. 	Tick
<ul style="list-style-type: none"> • Using Local Nature Recovery Strategies to identify projects or habitats within protected landscapes. 	Tick
<ul style="list-style-type: none"> • Monitoring the effectiveness and uptake of the new environmental land management schemes in protected landscapes. Using this to inform whether further interventions are needed to ensure we are on track for wider nature recovery ambitions. 	Tick
<ul style="list-style-type: none"> • Creating a clear role for protected landscape organisations in the preparation of Local Nature Recovery Strategies. Our recent LNRS consultation specifically asks for views on the role of different organisations in the preparation of LNRSs, including protected landscapes. 	Tick
<ul style="list-style-type: none"> • Building on FiPL, empowering protected landscapes to support decision-making and delivery against agreed priorities, including through dedicated project coordinators and advisers. 	Tick
9. Do you have any views or supporting evidence you would like to input as we develop the role of protected landscapes in	The Broads Authority has contributed to the process through the Test and Trials programme of work and stands by to give

the new environmental land management schemes? OPEN	further expertise advice, particularly on lowland grazing and fen management.
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A stronger mission for connecting people and places (p14)	Draft response
10. Should AONBs have a second purpose relating to connecting people and places, equivalent to that of National Parks? YES/NO/UNSURE	Yes
11. Should a strengthened second purpose of protected landscapes follow the proposals set out in Chapter 3 to improve connections to all parts of society with our protected landscapes? YES/NO/UNSURE	Yes – part of wider rewording of the Authority’s purposes
12. Are there any other priorities that should be reflected in a strengthened second purpose? OPEN	Need to have a further discussion with National Park colleagues and members

Managing visitor pressures (p16)	Draft response
13. Do you support any of the following options to grant National Park Authorities and the Broads Authority greater enforcement powers to manage visitor pressures? Tick all that apply.	
• Issue Fixed Penalty Notices for byelaw infringements	The Broads Authority would like these powers and would hold them in reserve; our close working relationship with the Norfolk Constabulary is very effective.
• Make Public Space Protection Orders (PSPOs)	No
• Issue Traffic Regulation Orders (TROs) to control the amount and type of traffic on roads	No
14. Should we give National Park Authorities and the Broads Authority and local highway authorities additional powers	No

Managing visitor pressures (p16)	Draft response
to restrict recreational motor vehicle use on unsealed routes? YES/NO/UNSURE	
<p>15. For which reasons should National Park Authorities, the Broads Authority and local authorities exercise this power?</p> <ul style="list-style-type: none"> • Environmental protection • Prevention of damage • Nuisance • Amenity • Other [PLEASE STATE] 	Not relevant in the Broads
<p>16. Should we legislate to restrict the use of motor vehicles on unsealed unclassified roads for recreational use, subject to appropriate exemptions? Yes – everywhere/ Yes – in National Parks and Areas of Outstanding Natural Beauty only/Yes – in National Parks only/No/Unsure</p>	Not relevant in the Broads
<p>17. What exemptions do you think would be required to protect the rights and enjoyment of other users e.g., residents, businesses etc? OPEN</p>	N/A

The role of AONB teams in planning (p18)	Draft response
<p>18. What roles should AONBs teams play in the plan-making process to achieve better outcomes? OPEN</p>	Statutory consultees, with relevant funding
<p>19. Should AONB teams be made statutory consultees for development management? YES/NO/UNSURE</p>	Yes
<p>20. If yes, what type of planning applications should AONB teams be consulted on?</p>	Those where there is a significant impact on the special qualities of the area.

The role of AONB teams in planning (p18)	Draft response
<ul style="list-style-type: none"> • AONB teams should formally agree with local planning authorities which planning applications should be consulted on. 	No - should be set out in the legislation
<ul style="list-style-type: none"> • AONB teams should be consulted on all planning applications that require an Environmental Impact Assessment and are categorised as ‘major development’ as well as Nationally Significant Infrastructure Projects. 	Yes
<ul style="list-style-type: none"> • Other [Please state] 	The criteria should be set out in the legislation

Local governance (p20)	Draft response
21. Which of the following measures would you support to improve local governance? Tick all that apply.	
<ul style="list-style-type: none"> • Improved training and materials 	Yes
<ul style="list-style-type: none"> • Streamlined process for removing underperforming members 	Yes
<ul style="list-style-type: none"> • Greater use of advisory panels 	Not clear what this is – the Broads Authority already has the Navigation Committee as a statutory consultative body and works in partnership across a wide range of issues. Potential to establish a Partnership Board to monitor implementation of the Broads Plan.
<ul style="list-style-type: none"> • Greater flexibility over the proportion of national, parish and local appointments 	No
<ul style="list-style-type: none"> • Merit-based criteria for local authority appointments 	Yes
<ul style="list-style-type: none"> • Reduced board size 	Yes
<ul style="list-style-type: none"> • Secretary of State appointed chair 	No
<ul style="list-style-type: none"> • Other [Please state] 	The tick box exercise (yes/no) does not provide the full picture of the debate. We recommend that the BA report is read in

Local governance (p20)	Draft response
	conjunction with this response for further details, as some feedback raised questions rather than yes/no answers.

A clearer role for public bodies (p22)	Draft response
22. Should statutory duties be strengthened so that they are given greater weight when exercising public functions? YES/NO/UNSURE	Yes “further the purposes rather than have regard to“
23. Should statutory duties be made clearer with regards to the role of public bodies in preparing and implementing management plans? YES/NO/UNSURE	Yes

General power of competence (p24)	Draft response
24. Should National Parks Authorities and the Broads Authority have a general power of competence? YES/NO/UNSURE	Yes – subject to obtaining legal advice on the merits of this proposal

Overall	Draft response
25. If you have any further comments on any of the proposals in this document, please include them here. [FREE TEXT]	There is an inconsistency in the Government response, which is proposing to widen the responsibilities of National Park Authorities and the Broads Authority, for example to include health and wellbeing, at a time when their financial resources have been, and are continuing to be, cut. The benefits of green social prescribing linking people to nature-based interventions and activities are now well established, but without additional resources it is impossible for the protected landscapes to make any significant contribution to this. This comment also applies to AONBs in Norfolk and Suffolk.

Overall	Draft response
	<p data-bbox="788 277 1382 524">There is a strong appetite for simplifying the need for the Authority to account for income and expenditure from National Park Grant and Navigation separately. Subject to DEFRA's feedback, this change would require a further report for decision by members.</p> <p data-bbox="788 577 1382 734">The audit arrangements should be amended to be more in keeping with the size and complexity of the organisation, and the costs reduced.</p>

Broads Authority

18 March 2022

Agenda item number 9

Safety on the Broads

Report by Director of Operations

Purpose

To amend the Authority's Hire Boat Licensing Conditions to adopt fully the new Code for the Design, Construction and Operation of Hire Boats (Hire Boat Code of Practice) for implementation from 1st April 2022 and to update Members on the impact of the additional safety measures implemented in 2021. Members are also asked to consider whether the Authority should go further in raising safety standards on the Broads by requiring all hire boat operators to achieve accreditation under British Marine's Quality Accredited Boatyard Scheme in time for the start of the 2023 season.

Broads Plan context

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

Recommended decision

- i. Approve the amended wording contained within the Authority's Hire Boat Licensing Conditions in Appendices 2, and 3 such that the Code for the Design, Construction and Operation of Hire Boats is incorporated in full; and,
 - ii. Consider including the requirement in the Conditions that all operators are accredited under British Marine's Quality Accredited Boatyard in time for the start of the 2023 season.
-

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1. Introduction

- 1.1. It is vitally important that the Broads Authority, the Boat Safety Scheme, British Marine and local hire boat operators learn from any accidents that take place on inland waters and continue to drive-up safety standards. The Department of Transport’s Marine Accident Investigation Branch (MAIB) investigated the capsizing of the Breakaway V on the River Bure on 19 July 2003. This was one of the key factors that led to the Broads Authority promoting a Private Bill through Parliament to give it the powers to licence hire boats, introduce compulsory third-party insurance and other safety measures.
- 1.2. While the Broads is generally a safe boating environment tragically in 2020/21 there were seven fatalities, five related to boating, with one incident which is again the subject of a MAIB investigation. The Chief Executive and key officers have fed back comments on the factual content of the draft report to the Chief Inspector and the final report is expected to be published in the next two months. Officers are of the view that this further MAIB investigation and the feedback from the hire boat helm questionnaires (See Appendix 1) should prompt further action by the Authority, working with the industry, to raise safety standards.
- 1.3. Members will be aware that the Authority has already acted to improve safety on the Broads as follows:
 - Increased Ranger staff and patrols between April & November maintaining a 7-day launch presence on the network to encourage safety. Started in 2020/21 Season.
 - Increased the Hire Boat Licensing Officer time from 1 day a week to 3 days to allow for more auditing, investigation and licensing compliance checks. Effective from December 2021.
 - Delivered a suite of free online instructional videos, developed in conjunction with the Broads Hire Boat Federation, RNLI, Maritime Coastguard Agency, and the British Canoeing to provide free safety advice and instruction.
 - Increased the number of ‘Super Safety Events’ where by random spot checks are conducted for vessels on our waters. These multi-agency events help educate boaters in a variety of safety issues from boat handling, speed as well as looking for vessel defects, non-wearing of buoyancy aids and hazards boat issues.
 - Developed closer ties with third party organisation relating to hire boats and safety, with regular meeting with Broads Hire Boat Federation, RYA, British Marine, Norfolk

and Suffolk Boating Association, as well as Broad Beat, Coastguard and the Drowning Prevention Forum.

Appendix 1 contains an analysis of the effectiveness of these measures.

- 1.4. The next step is to adopt fully the amended Code for the Design, Construction and Operation of Hire Boats into the Authority's Licensing Conditions (Hire Boat Code of Practice).

2. Code for the Design, Construction and Operation of Hire Boats (the Hire Boat Code of Practise) Version 2: 2021

- 2.1. A revised Hire Boat Code of Practice has been in development by the Association of Inland Navigation Authorities (AINA) and British Marine since 2014. At the end of December 2019, British Marine and AINA launched a consultation on proposed changes to the Code which ran from 16 December 2019 to 9 March 2020. The 33 responses were considered at a meeting of the Hire Boat Working Group meeting on 15 July 2020. The improved Code is designed to bring enhancements to current safety measures and is regarded as a minimum standard for hire boat operation and an excellent foundation for companies to work with.

- 2.2. The introduction to the Code has the following useful summary.

“This Code of Practice is for licensing and/or navigation authorities and anyone who hires out boats for leisure use on Britain's inland waterways. It is mandatory on navigations that have the necessary legal powers, including all those managed by the Canal and River Trust, Broads Authority and Environment Agency. The Code of Practice has been produced jointly by the Association of Inland Navigation Authorities, and British Marine with support from the Maritime and Coastguard Agency. It supersedes the earlier versions of the code and has been consulted upon. The Code of Practice sets down the basic principles of safe operation of all types of craft hired to members of the public and makes clear the responsibilities of each of the parties involved. Hire operators and licensing authorities must be able to provide evidence of compliance with the Code of Practice. Hire boat operators, their staff, contractors or people working on their behalf should be mindful of their duties under the Equality Act and ensure compliance with the requirements of that Act.”

- 2.3. Publication of the revised Code was delayed at the request of the Marine Accident Investigation Board following the tragic events of Ferry Marina's hired vessel 'Diamond Emblem 1', on 19 August 2020, when a woman sadly lost her life at Great Yarmouth.
- 2.4. On 27 October 2020, the Chief Inspector of Marine Accidents made the following recommendation to the AINA:

2020/129 Revise the Code of Practice for Hire Boats to include:

“A requirement for in-water trial, before handover, to assess the competence of those expected to drive the boat, irrespective of their previous experience or length of hire of the vessel (3.3.4).”

AINA subsequently accepted that recommendation and the Code was amended accordingly.

Para 3.3.3 of the Revised Hire Boat Code (HBC), headed Handover Procedures, states the following:

“Whether the boat is a large well-equipped cruiser designed to provide living accommodation for several weeks, a simple day-boat or sailing boat, it is essential that before the hire operator gives control of the boat to the hirer, a systematic and documented handover procedure, appropriate to the type of boat, length of hire and its area of operation, is followed. An in-water trial is an integral and important part of the handover process. It is essential that the briefing, demonstration and assessment of the hirers ability is done by a suitably experienced member of the hire operator’s staff who can deal confidently with any questions the hiring party may have.”

(Note: Authors of this report underlining)

- 2.5. The Revised Code of Practice ([HBC V2 Final \(9\).pdf](#)) was published in April 2021 and widely shared across the hire boat industry.
- 2.6. Version 2 of the HBC has a number of significant changes:
 - The Code of Practice is intended to be mandatory on navigations that have the necessary legal powers, including all those managed by the Canal and River Trust, Broads Authority and Environment Agency.
 - All hire boats (this now includes hired sailing craft) must have adequate stability for the numbers of persons using the boat and the area of operation and must follow the requirements set out in the Code and provide a completed Stability Compliance Declaration (SCD) upon entry into hire service.
 - All hire boat operators must provide a systematic and documented handover procedure, appropriate to the type of boat, length of hire and its area of operation.
 - An in-water trial is an integral and important part of the handover process. The in-water trial is a requirement for all hire boats, including day craft hire.
- 2.7. The Hire Boat Code of Practice is regarded as the minimum standard hire operators are expected to reach and the Code details the roles and responsibilities for the hire operators, the hirer and the Licensing Authority. The Code is designed to bring constant improvements to the hire boat sector.
- 2.8. The Broads Authority is the Hire Boat Licensing Authority, under the Public Health Acts Amendment Act 1907, with these powers being granted under the Broads Authority Act 2009.

- 2.9. The hire boat licensing is carried out in accordance to 'Conditions' the Broads Authority publishes and due to the changes now incorporated into Version 2 of the HBC, we need to amend the Conditions. There are three documents that require amendments
- Hire Boat Licensing Guidance Notes
 - Hire Boat Licensing Conditions
 - Hire Boat Operator Licensing Conditions
- 2.10. The latter two documents have been added as appendices and members are asked to read and approve the changes. These changes bring the Authority's Licensing Conditions and terminology into line with the Code for the Design, Construction and Operation of Hire Boats (Hire Boat Code of Practice) Version 2: April 2021.

3. Quality Accredited Boatyard Scheme (QAB)

- 3.1. British Marine is the trade association for the UK leisure, superyacht and small commercial marine industry. Its 1,500+ members come from a broad range of businesses including boat builders, chandlers, brokers, marinas, passenger boats and engineers.
- 3.2. British Marine runs a Quality Accredited Boatyard Scheme (QAB) and accreditation indicates that hire boat operators are committed to quality, providing recognition for their operations, and giving potential customers a label, they can trust. The Scheme provides clear expectations to customers when they are booking their hire boat experience. The clear criteria operators are assessed against provides a method of benchmarking, and can assist operators develop their businesses.
- 3.3. The QAB assessments are carried out every three years with random inspection during the 3-year cycle.

QAB assessment criteria includes:

- Health and safety.
- Legal requirements.
- The Hire Boat Handover scheme.
- Assessment of an operator's website and brochure.
- Arrival and departure procedures.
- Customer service procedures – onshore and when customers are away from the boatyard.
- Boatyard facilities; car parking, reception, toilets, etc.

All British Marine members offering hire boats are required to be accredited under the QAB scheme.

- 3.4. Where a hire boatyard is QAB accredited it makes the work of the Broads Authority’s licensing staff significantly easier when inspecting the yard for conformity with the Broads Authority licensing conditions.
- 3.5. If the Authority is to put public safety as one of its top priorities and its ambition to drive up standards across all companies hiring out craft on the Broads then one option is to amend the Authority’s Licensing Conditions such that all operators are required to have the British Marine Quality Accredited Boatyard accreditation (QAB). This additional third-party inspection of all aspects of the businesses’ operation would give greater certainty that the critical safety procedures are in place are being implemented and they are independently audited.
- 3.6. The Broads Authority is a Licensing Authority for hire boats, and by virtue of section 40 of the Broads Authority Act 2009 it has powers under section 94 of Public Health Acts Amendment Act 1907 to licence hire boats. The Broads Act 2009 section 12 (2) (b) also provides the Authority with the power to apply additional standards in relation to vessels for hire.
- 3.7. The Quality Accredited Boatyard scheme is open to British Marine Members at a discounted rate and non-members at a competitive rate. The National Scheme has assisted many operators, large and small (small holiday property lets offering the use of a single motor boat) by providing them with advice and guidance on operating their ventures safely, helping drive up standards.

Quality Accredited Boatyard Scheme costs

	Member Fees	Non-Member Fees	Costs per year if divided over a three-year period
Initial QAB cost	£384	£492	£128/£164
Subsequent cost	£252	£324	£84/£108

4. Conclusion

- 4.1. The Broads Authority’s Port Marine Safety Code (PMSC) [Port Marine Safety Code \(broads-authority.gov.uk\)](http://broads-authority.gov.uk) formalises the duties and responsibilities of Officers and Members and under the PMSC the Broads Authority is deemed to be a ‘Competent Harbour Authority’. The additional safety measures implemented in 2021, following the events of 2020, are driving up the safety within the Broads, but as always continuous improvements need to be made. The recent changes to the Hire Boat Code of Practice is a good example of this and the Broads Authority Safety Team will continue to work with the Hire Boat companies and safety organisations to ensure compliance and safety standards continue to see improvements.
- 4.2. If members were minded to go further in raising safety standards on the Broads by requiring all hire boat operators to achieve accreditation under British Marine’s Quality

Accredited Boatyard scheme, then The Broads Act 2009 section (3) details the process, including consultation with those representing boating interests, publishing the Authorities intentions in a newspaper as well as online and designating the 'appointed day'.

Author: Rob Rogers

Date of report: 21 February 2022

Background papers: Navigation Committee paper [13 January 2022](#), [14 January 2021](#) & [15 April 2021](#), [Broads Authority papers 20 November 2020](#)

[Broads Plan](#) strategic actions: 4.3

Appendix 1 - Analysis of the Effectiveness of Safety Measures

Appendix 2 – Hire Boat Licensing Conditions

Appendix 3 – Hire Boat Operator Licensing Conditions

Appendix 1 – Analysis of the Effectiveness of Safety Measures

On-Line Animated Videos

Nine (9) animated safety videos have been developed which have been viewed over 50,000 times on the Authority's YouTube channel during the 2021 season. Results from the Hire Boat Questionnaire show that 62% of those who were asked had watched them, with 52% doing so prior to arriving for their holiday hire period.

The Canals and Rivers Trust (CART) and the Environment Agency (EA) have contacted the Broads Authority, praising the initiative and asking permission to use the scripts and animations in order to produce their own on-line safety programme.

The 2021 videos are currently being refreshed ready for the new season, with new content being added as well as amendments following feedback from partners and the public. A new animation is being added to educate visitors on how to deal with incidents and accidents and the contents of the paddlesports video is being significantly expanded as this is an increasingly popular activity on our waters.

An additional safety message for 2022 is the '*Don't go Overboard – boating and alcohol, don't mix*' campaign with logo merchandise being distributed to hospitality businesses and boatyards, this included beers mats and the popular floating keyrings. New signage is also being installed at popular paddlesport launching locations detailing safety elements to be aware of and informing that other craft are using the same waterspace.

The Authority will continue to use the Broadcaster visitor magazine as a vital way to communicate boating safety messages as we know that 87% of Hire Boat Questionnaire respondents had received a copy.

Hire Boat Helm Questionnaires

During the 2021 summer season Rangers asked hired craft helms, selected at random, to complete a questionnaire, these forms were also available from the Authority's website and some hire companies signposted their customers to the feedback forms. 588 responses were completed and the purpose of the questionnaire was to gauge key aspects of the hirers experience from confidence to helm the hired craft to their experience of the hand-over from their operators.

A full safety update paper, including more analysis of this questionnaire will be presented to 14 April Navigation Committee, but the key headline findings of the hirer questionnaire are:

- 47% of responders reported that the on-board handover (demonstration of controls, functionality of equipment etc) was less than 20 minutes.
- The majority of responders did have an 'in-water' trial, although 25% stated that they had had no in-water trial and a further 13% stated that the in-water trial was 10 minutes or less.
- For those craft with dual helm controls (in cabin and from an elevated outside position) 31% said they had been shown how these controls work.

The Hire Boat Helm questionnaires will be used during the 2022 season with Rangers again being set specific quotas to provide a good specimen sample of responses. The information will assist the Authority in identifying areas where further improvements to hire boat operations is required.

Ranger Patrolling

With the addition of a Senior Ranger (Compliance & Safety), to assist Rangers with the detailed paperwork required to bring a byelaw prosecution (needed to get Rangers back out on patrol and not stuck chasing paperwork) and the extra (4) seasonal Rangers to allow for a seven-day patrolling, the on-water presence, the public visibility of the Rangers, increased in 2021/22. Although overall, we did not significantly over exercise our powers in relation to navigation offenses, the impact of a significant Ranger presence acted as a suitable deterrent and saw boating safety incidents reduce in number when compared with the previous year.

A key part of the Rangers' duties is not only to uphold byelaws but drive up boating standards and one way this is done is by 'Super Safety Events'. These Rangers events 'pop up' on busy or popular stretches of water and often include partnering organisations like the Coastguard, RNLI, Broads Beat and Drowning Prevention Organisations. A Super Safety Event gives the Authority engagement opportunities and allows for safety messaging and other safety checks to be randomly carried out (speeding, hazardous boat checks, life jacket education and other matters observed that require Ranger intervention).

Appendix 2

Hire Boat Licence Conditions

A Licence will be issued under Section 94 of the Public Health Acts Amendment Act 1907 (reference Section 40 of the Broads Authority Act 2009).

The Broads Authority will licence the vessels listed in a Schedule for the letting for hire or use for carrying of passengers for hire subject to the conditions set out in the Licence. Attention is drawn to the notes accompanying the Licence.

The following definitions apply to the Conditions:

“the Authority” means the Broads Authority

“Vessel” means any vessel listed in the Schedule

The Conditions

1. Each Vessel must comply with the Code for the Design, Construction and Operation of Hire Boats produced jointly by the Association of Inland Navigation Authorities, and British Marine with support from the Maritime and Coastguard Agency.
2. Each Vessel must comply with the construction and equipment standards imposed or having effect to the Authority under section 12 (2) (b) of the Broads Authority Act 2009.
3. The hire boat operator will ensure that the ~~boat~~-vessel
 - is suitable for the waters on which it is to be used and the conditions likely to be encountered.
 - conforms to relevant construction, equipment, stability and condition standards
 - is properly maintained
4.
 - a. Each Vessel is licensed to carry the number of persons indicated against that Vessel in the Schedule.
 - b. The number of persons that the Vessel is licensed to carry must be conspicuously displayed on the Vessel using a notice or notices provided by the Authority.
 - c. A Vessel must not carry any number of persons in excess of that permitted by this Licence.
5. Any vessel offered for hire with gas-fuelled equipment must have a Gas Safety (Installation and Use) Certificate.

6.
 - a. Any mechanically powered Vessel and sailing Vessels (over 6m LH) which, following the issue of this Licence, is changed in a way (defined in paragraph 6(b)), must be subjected to a stability and loading test of a type approved by the Authority before the Vessel is offered for hire, and the results of the test must be submitted in writing to the Authority within 28 days of the test being carried out.
 - b. "Changed" means:
 - i. changed in engine type or internal or deckhouse arrangement or
 - ii. subject to a change in the amount or distribution of ballast or where permanent weights of more than 3kg per metre of hull length are added or removed.
7. A Personal Flotation Device of an appropriate size and type, complying with the relevant ISO standard and fit for purpose must be provided for each member of the party.
8. Any mechanically powered Vessel, must be fitted with a bilge pump which is appropriate in size to the Vessel or carry one bailer or bucket in either case with a capacity of at least 1.2 litres (2 pints) of water.
9. Any Vessel with a minimum freeboard height greater than or equal to 1 metre must have the facility to enable persons to re-board the vessel from the water in the event of falling overboard. This may be a fixed boarding system or a temporary system that could be deployed when required.
10. Any Vessel with an exposed propeller shaft or other exposed moving parts within the passenger or accommodation area must be fitted with a suitable guard.
11. This Licence must not be altered, damaged or defaced in any way.
12. This Licence or a true copy of it may be displayed for public view at the premises from which any Vessel is hired but must be removed from public display in the event that it is suspended, renewed or has expired.
13. The Authority may suspend or revoke this Licence in the event of any breach of any of these conditions if the Authority considers it necessary or desirable in the interests of the public.
14. This Licence must be returned to the Authority within 7 days if the Authority has revoked the Licence.
15. This Licence will remain in force, unless previously suspended or revoked, for a maximum period of one toll year 1 April – 31 March following year.
16. The Authority reserves the right to modify, alter, revoke or add to these conditions, should it be necessary or desirable in the interests of the public to do so. Such variations will have effect as and when specified by the Authority.

Appendix 3

Hire Boat Operator Licensing Conditions

This document sets out the Hire Boat Operator Conditions that need to be satisfied if a licence is to be granted by the Broads Authority. The licence will be issued under Section 94 of the Public Health Acts Amendment Act 1907, and (Section 40 of the Broads Authority Act 2009). Each licence will enable the operator to let for hire, or use for carrying passengers for hire, the vessels listed in a Schedule. Attention is drawn throughout to the attached hire boat operator notes for guidance.

In this Licence the following definitions apply: -

“the Authority” means the Broads Authority

“the Operator” means the person or body named above

“the Vessel” means any vessel listed in the Schedule

“Skipper” means the person identified at the time of the hire as the person to have command of the Vessel during the period of hire.

The Conditions

1. Each Vessel must comply with the Code for the Design, Construction and Operation of Hire Boats produced jointly by the Association of Inland Navigation Authorities, and British Marine with support from the Maritime and Coastguard Agency.
2.
 - a. Each Vessel is licensed to carry the number of persons indicated against the Vessel in the Schedule.
 - b. The number of persons that the Vessel is licensed to carry must be conspicuously displayed on the Vessel using a notice or notices provided by the Authority.
 - c. A Vessel must not carry any number of persons in excess of that permitted by this Licence.
3. The Operator must hold and maintain throughout the period of this Licence
 - a. current Public Liability insurance cover with a minimum indemnity of two million pounds.
 - b. The Operator must, when required by the Authority to do so, make a self- declaration regarding this insurance in relation to any Vessel.
4. The Operator must not cause or permit any Vessel to be let for hire in weather conditions which, at the time of the commencement of the hire, are likely to pose a threat to the safety of those on board the Vessel.

5. The Operator must not hire any Vessel which is mechanically powered to any persons under 16 years of age.
6. The Operator must not hire any Vessel to any person or persons who are or appear to be under the influence of alcohol or drugs at the time of the commencement of the hire.
7.
 - a. The Operator must on a regular basis carry out a suitable and sufficient assessment of the risks associated with the activity of hiring vessels. The frequency of this assessment will depend on the nature of the risk but must be no less frequently than annually.
 - b. The Operator must promptly act upon the findings of any such assessment where a risk is identified.
 - c. The Operator must ensure that these assessments are fully documented and readily accessible for inspection by an authorised representative of the Authority.
8. The Operator must keep proper records which show:
 - a. When any Vessel has been hired out.
 - b. The number of persons carried and details of the lead member of the party.
 - c. The expected time of return.
 - d. The emergency procedures to be implemented on the failure of a Vessel to return.
9. The Operator must make available for inspection, to any person authorised by the Authority for this purpose, any records required by this Licence.
10.
 - a. The Operator must ensure that before using a Vessel the Skipper is given:
 - i. A systematic and documented handover procedure, appropriate to the type of boat, length of hire and its area of operation is followed. An in-water trial is an integral part of the handover process.
 - ii. A proper demonstration on how to fit, wear and use the buoyancy aids or lifejackets provided with the Vessel.
 - iii. An instruction to advise those on board the Vessel in the use of the buoyancy aids or lifejackets.
 - b. The Operator must record in writing and retain details of all briefings, demonstrations, and instructions given under paragraph 10.a.
 - c. The Authority will be entitled to carry out sample audits of the handover arrangements referred to in paragraph 10.a.

11. If any changes occur in the ownership or particulars of any Vessel during the term of the Licence, the Operator must give written notice of such change(s) to the Authority within 14 days of the change(s).
12.
 - a. The Operator must report to the Broads Authority, in writing, and as soon as is reasonably practicable, (and in any case within seventy-two hours of the Operator becoming aware of it), the occurrence of any accident involving the Vessel.
 - b. For the purposes of paragraph 12.a., an accident means an incident resulting in loss of life, or major injury, or serious damage to property or another vessel, or involves:
 - i. explosion
 - ii. fire
 - iii. capsizing of a power-driven craft or boat, or
 - iv. pollution causing significant harm to the environment
 - c. For the purposes of paragraph 12.b. Major Injury means:
 - i. any fracture, other than to a finger, thumb or toe
 - ii. any loss of a limb or part of a limb
 - iii. dislocation of the shoulder, hip, knee or spine
 - iv. loss of sight, whether temporary or permanent
 - v. penetrating injury to the eye
 - vi. any other injury leading to hypothermia or unconsciousness
 - vii. any other injury requiring resuscitation
 - viii. any other injury requiring admittance to a hospital or other medical facility as an inpatient for more than 24 hours
13. This Licence must not be altered, damaged or defaced in any way.
14. This Licence or a true copy of it may be displayed for public view at the premises from which any Vessel is hired but must be removed from public display in the event that it is suspended, renewed or has expired.
15. The Authority may suspend or revoke this Licence in the event of any breach of any of these conditions if the Authority considers it is necessary or desirable in the interests of the public.
16. This Licence must be returned to the Authority within 7 days if:
 - a. The Operator has ceased the activity for which the Licence has been granted

Or

- b. The Authority has revoked the Licence.
17. This Licence will remain in force, unless previously suspended or revoked, for a maximum period of one toll year 1 April – 31 March following year.
 18. The Licence is personal to the Operator and is not transferable except with the written permission of the Authority.
 19. The Authority reserves the right to modify, alter, revoke or add to these conditions, should it be necessary or desirable in the interests of the public to do so. Such variations will have effect as and when specified by the Authority.

Broads Authority

18 March 2022

Agenda item number 10

Financial performance and direction

Report by Director of Finance

Purpose

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

Recommended decision

- i. To note the progress of the National Park Grant agreement for 2022/23.
 - ii. To note the income and expenditure figures.
 - iii. To agree transferring an underspend at the year-end in the Launch and IT budgets to the earmarked reserve, as set out in paragraph 3.2.
 - iv. To adopt the Capital, Treasury and Investment Strategy.
-

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1. Introduction

1.1. This report covers three items:

- The National Park Grant agreement for 2022/23 (Section 2);
- Consolidated Income and Expenditure up until 31 January 2022 (Sections 3-7); and
- The Capital, Treasury and Investment Strategy for 2022/23 (Section 8).

2. National Park Grant settlement 2022/23

2.1. Members adopted the consolidated budget at the Broads Authority meeting on 28 January 2022, when it was noted that the National Park Grant settlement was awaited. At the time of writing this remains outstanding, and we will give a verbal update at today's meeting.

3. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 January 2022

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(6,911,528)	(7,106,196)	+ 194,668
Operations	3,678,325	3,308,464	+ 369,861
Strategic Services	1,255,857	1,149,124	+ 106,733
Finance & Support Services	1,404,303	1,252,781	+ 151,522
Projects, Corporate Items and Contributions from Earmarked Reserves	(126,747)	21,869	- 148,616
Net (Surplus) / Deficit	(699,790)	(1,373,958)	+ 674,168

3.1. Core navigation income is above the profiled budget at the end of month eleven. The overall position as at 31 January 2022 is a favourable variance of £674,168 or a 96.34% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £194,668 within toll income:
 - Hire Craft Tolls is £63,658 above the profiled budget.
 - Private Craft Tolls is £132,261 above the profiled budget.
 - Short Visit Tolls is £630 above the profile budget.

- Other Toll Income is £3,896 above the profiled budget.
- Investment income is £5,777 behind the profiled budget.
- An underspend within Operations relating to:
 - Construction and Maintenance Salaries is £34,576 behind the profiled budget due to 2% pay rise that was budgeted. The National Joint Council (NJC) has finally agreed with a majority of the Unions a 1.75% increase that will be paid in March. There have also been some vacancies within the team.
 - Equipment, Vehicle and Vessels is £92,4293 behind the profiled budget due to the availability of purchasing new equipment and vehicle replacements. With order times being so long this has been deferred to 2022/23.
 - Water Management is £14,318 behind the profiled budget due to timing differences.
 - Land Management is £24,455 above the profiled budget due to timing differences in receipt of income from the Rural Payments Agency (RPA).
 - Practical Maintenance is £62,386 behind the profiled budget due to costs exceeding the available budget for Commissioners Cut and Dilham Mooring. This is expected to continue to year end as contractors are unable to deliver these revised projects until Summer 2022. This will result in a carry forward request being submitted.
 - Ranger Services is £78,420 behind the profiled budget due to the 2% pay rise that was budgeted. The National Joint Council (NJC) has finally agreed with a majority of the Unions a 1.75% increase that will be paid in March. There is also an underspend on the launch repairs and maintenance due to the Spirit of Breydon refit being completed in-house.
 - Safety is £25,112 behind the profiled budget due to the availability of electric vehicle replacements. This is in part where there is a shortage of electronic chips for new vehicles. The scheduled vehicles have instead been replaced with lease vehicles which means the variance will remain until the end of the financial year.
 - Premises is £30,044 behind the profiled budget due to reprioritising reserve expenditure plans which has meant some works have been deferred to 2022/23. This is so that solar panels for the Dockyard can be investigated.
- An underspend within Strategic Services relating to:
 - Strategy and Projects (including salaries) is £135,140 behind the profiled budget mainly due to the receipt of the first two instalments of the Farming in Protected Landscapes grant of £187,061 and staff vacancies. The grant variance will reduce as grants are paid out before the end of this financial year.

- Biodiversity Strategy is £15,592 behind the profiled budget due in part to the Water Environment Grant expenditure being less than budgeted and timing differences.
- Human Resources is £38,998 above the profiled budget due to staff cover.
- Volunteers is £12,681 behind the profiled budget due to savings in volunteer training, room hire and advertising.
- Visitor Centres and Yacht Station is £21,437 above the profiled budget due to reduced income as an impact of COVID-19.
- An underspend within Finance and Support Services relating to:
 - Governance is £20,491 behind the profiled budget due to vacancies and timing differences.
 - Asset Management is £32,710 behind the profiled budget due delays on in contracting works for How Hill Boatshed (this has been transferred to 2022/23) and timing differences on consultancy billing.
 - Finance and Insurance is £42,314 behind the profiled budget due to vacancies and savings on the insurance tender.
 - ICT is £48,384 behind the profiled budget due to vacancies and the infrastructure project coming in less than expected.
- An adverse variance within reserves relating to:
 - Premises reserve is under the profiled budget due to the delays in the Dockyard expenditure which has been deferred to 2022/23.
 - Property reserve is under the profiled budget due to the delay in Mutford Lock 3D survey, this has been partly offset by the purchase of Berney Mill moorings 2.
 - Plant, Vessels and Equipment reserve is under the profiled budget due to the delays in equipment and vehicle replacements.
 - Section 106 reserve is over the profiled budget due to the unpredictable nature of when section 106 monies will require payment.
 - UK Communications reserve is under the profiled budget due to timing differences National Park recharges and additional work being commissioned.
 - Catchment Partnership reserve is under the profiled budget due to savings from when the post was vacant.

3.2. As highlighted above in the variances for both Ranger Services (launches) and ICT, there have been savings in both budgets. While expenditure has been reprioritised in other areas it is likely that both budgets will have an underspend at the end of the financial year. It is proposed for both budgets to transfer the underspend to the earmarked

reserves. For the Ranger Services underspend this will be transferred to the launch section of the Plant, Vessel and Equipment Reserve to fund electronic engine replacements in future years. For the ICT budget it is proposed to transfer the underspend to the Computer Software Reserve to help fund any future requirements to hold committee meetings in a hybrid format.

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

4. Latest available budget

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

Table 2

Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original consolidated budget 2021/22 (deficit)	Broads Authority 29/01/21 Agenda item number 8	329,840
Approved carry-forwards	Broads Authority 30/04/21 Agenda item number 9	93,392
LAB as at 31 January 2022	n/a	423,232

- 4.2. The LAB therefore provides for a deficit of £423,232 in 2021/22 as at 31 January 2022.

5. Overview of forecast outturn 2021/22

- 5.1. Budget holders have been asked to comment on the expected income and expenditure at the end of the financial year in respect of all budget lines for which they are responsible.
- 5.2. As at the end of January 2022, the forecast indicates that:
- Total forecast income is £7,112,188.
 - Total expenditure is £7,444,318.
 - The resulting deficit for the year is forecast to be £332,130.
- 5.3. The forecast outturn reflects the following changes from the LAB as shown in Table 3. The forecast deficit represents a favourable variance of £91,102 against the LAB.

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	423,232
Adjustments previously reported	(82,020)
Increased Hire and Private Toll income	(6,210)
Salary savings from vacancies	(23,916)
Visitor Services reduced income	21,044
Forecast outturn deficit as at 31 January 2022	332,130

6. Reserves

- 6.1. Items funded from the Plant, Vessels and Equipment reserve include two replacement Ranger vehicles, a towed boat trailer and an aquatic echosounder system. The Property reserve has funded the purchase of Berney Mill moorings 2.
- 6.2. £1,026,147 of the current balance relates to Navigation reserves.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2021 £	In-year movements £	Current reserve balance £
Property	(731,379)	(52,675)	(784,054)
Plant, Vessels and Equipment	(345,886)	(124,480)	(470,366)
Premises	(212,245)	(80,980)	(293,225)
Planning Delivery Grant	(227,643)	0	(227,643)
Upper Thurne Enhancement	(164,637)	(21,000)	(185,637)
Section 106	(33,741)	33,620	(121)
HLF	(32,258)	95,699	63,441
Catchment Partnership	(74,677)	(14,710)	(89,387)
CANAPE	(391,323)	122,302	(269,021)
Computer Software	(31,006)	(10,000)	(41,006)
UK Communications	(47,659)	(13,891)	(61,550)
Match Funding (EXPERIENCE)	(46,016)	0	(46,016)
Total	(2,338,470)	(66,115)	(2,404,585)

7. Summary

- 7.1. The current forecast position for the year suggests a deficit of £145,853 for the National Park side and a deficit of £186,277 on Navigation, resulting in an overall deficit of £332,130 within the consolidated budget. It is likely that this deficit will reduce further once the impact of the 1.75% pay increase has been implemented in March 2022. The current forecast indicates a general fund balance of £746,250 and a Navigation reserve balance of £708,257 at the end of 2021/22 before any transfer of interest. This will mean both reserves will remain above the minimum level of net expenditure.

8. Annual Capital, Treasury and Investment Strategy

- 8.1. The Prudential Code for capital finance in local authorities requires local authorities, including the Broads Authority, to prepare an Annual Investment and Treasury Strategy. This strategy must be approved, before the start of each financial year, by the Authority.
- 8.2. Both the CIPFA Prudential and Treasury Management in public services codes were updated during 2021 with the Treasury Management in the Public Services: Guidance Notes for Local Authorities not being published until February 2022. Changes from both sets of guidance have been incorporated into the Authority's strategy. In addition references to the Chief Financial Officer have been updated to the Director of Finance.
- 8.3. The 2021 Prudential Code requires investments to be analysed between investments for treasury management, service and commercial purposes. The Authority holds investments purely for Treasury management purposes. This is where investments arise from cashflows and will ultimately represent balances that need to be invested until the cash is required for use in the course of business. Investments for service purposes are generally linked to those authorities who provide housing, regeneration and local infrastructure. Investments for commercial purposes are held primarily for financial return such as commercial property.
- 8.4. Due to the Authority's purchase of the dredging operation from May Gurney, financed by a loan from the Public Works Loan Board (PWLb), the Annual Treasury and Investment Strategy needs to take account of the prudential indicators required by the Prudential Code.
- 8.5. The Prudential Code aims to ensure that the capital investment plans are affordable, prudent and sustainable. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice.
- 8.6. The Annual Treasury, Investment and Capital Financing Strategy includes the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year. The new

code requires these prudential indicators to be reported quarterly, however authorities may defer the revised reporting requirements to 2023/24.

- 8.7. The Annual Capital, Treasury and Investment Strategy for 2022/23 is attached at Appendix 3 for members' consideration. A draft was reviewed by the Audit and Risk Committee on 8 February.
- 8.8. The Investment section of the strategy has been updated to reflect current holdings in paragraph 3.1. Paragraph 4.3 highlights the impact of the introduction of IFRS 16 Leases on the Authority. The introduction of this standard has been delayed by CIPFA for the last three financial years. At the time of writing CIPFA had launched an emergency consultation, part of which is looking to defer IFRS 16 by a further year. The consultation closes on 4 March and a verbal update will be provided at the meeting. Where right to use leases are included under the adoption of IFRS 16, this will increase the Authority's assets as well as its other long-term liabilities (borrowings). As a result, the authorised level of debt may need to increase for years beyond 2022/23. If the introduction of this standard is not delayed then an analysis of the effect will be produced as part of the Statement of Accounts. Where amounts in the strategy need to be revised as part of this analysis, these will be reported back to the Broads Authority at the earliest opportunity.
- 8.9. Capital borrowing powers are reviewed on an annual basis as part of the budgeting process. However, in practice long term borrowing is limited to the acquisition of the dredging operation from May Gurney.
- 8.10. There are no additional financial implications for the Authority as a result of this report as the expenditure proposed, including the loan interest and capital repayments to the Public Works Loan Board, have been incorporated into approved budgets.

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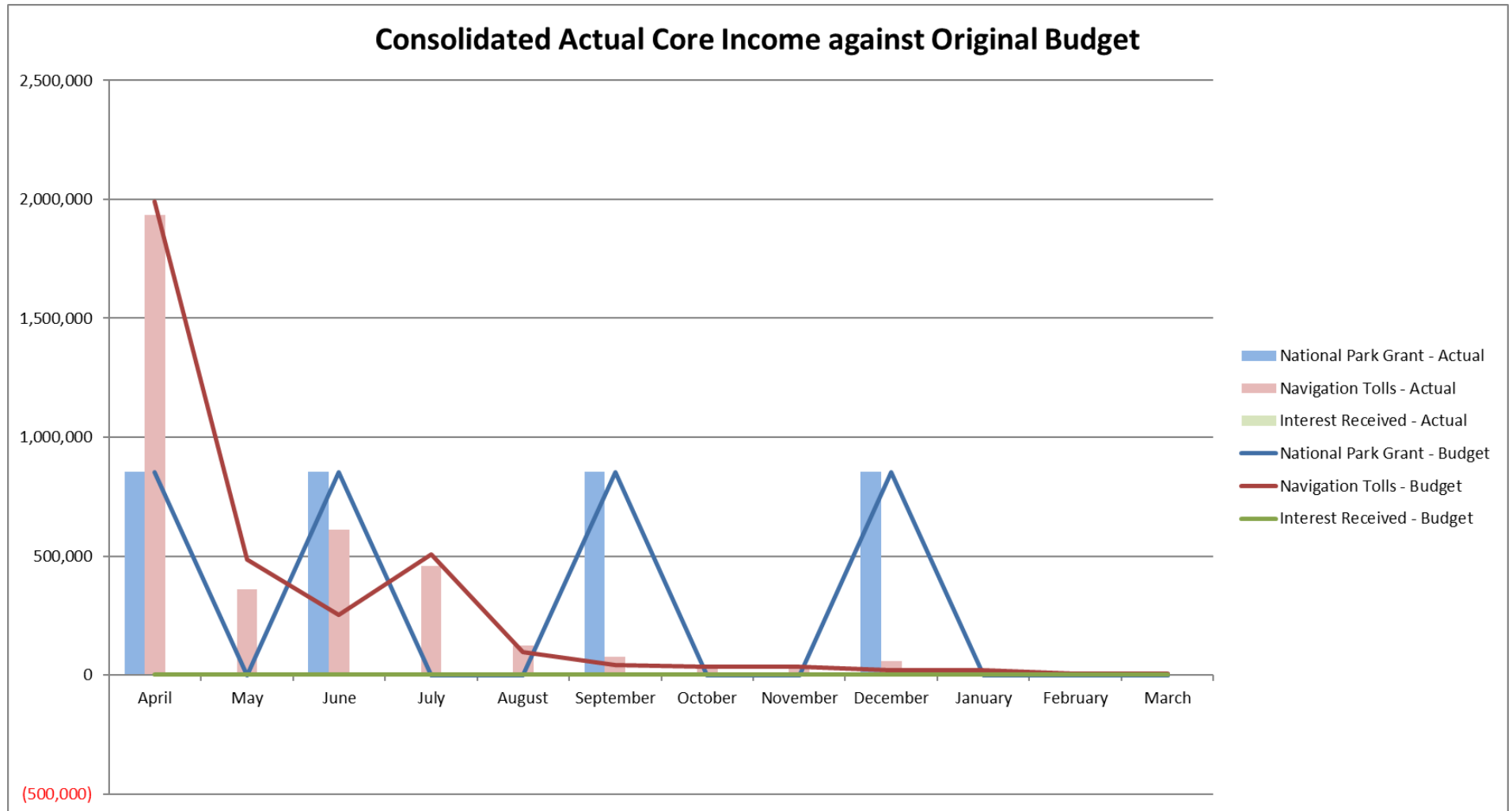
Date of report: 02 March 2022

Appendix 1 – Consolidated actual income and expenditure charts to 31 January 2022

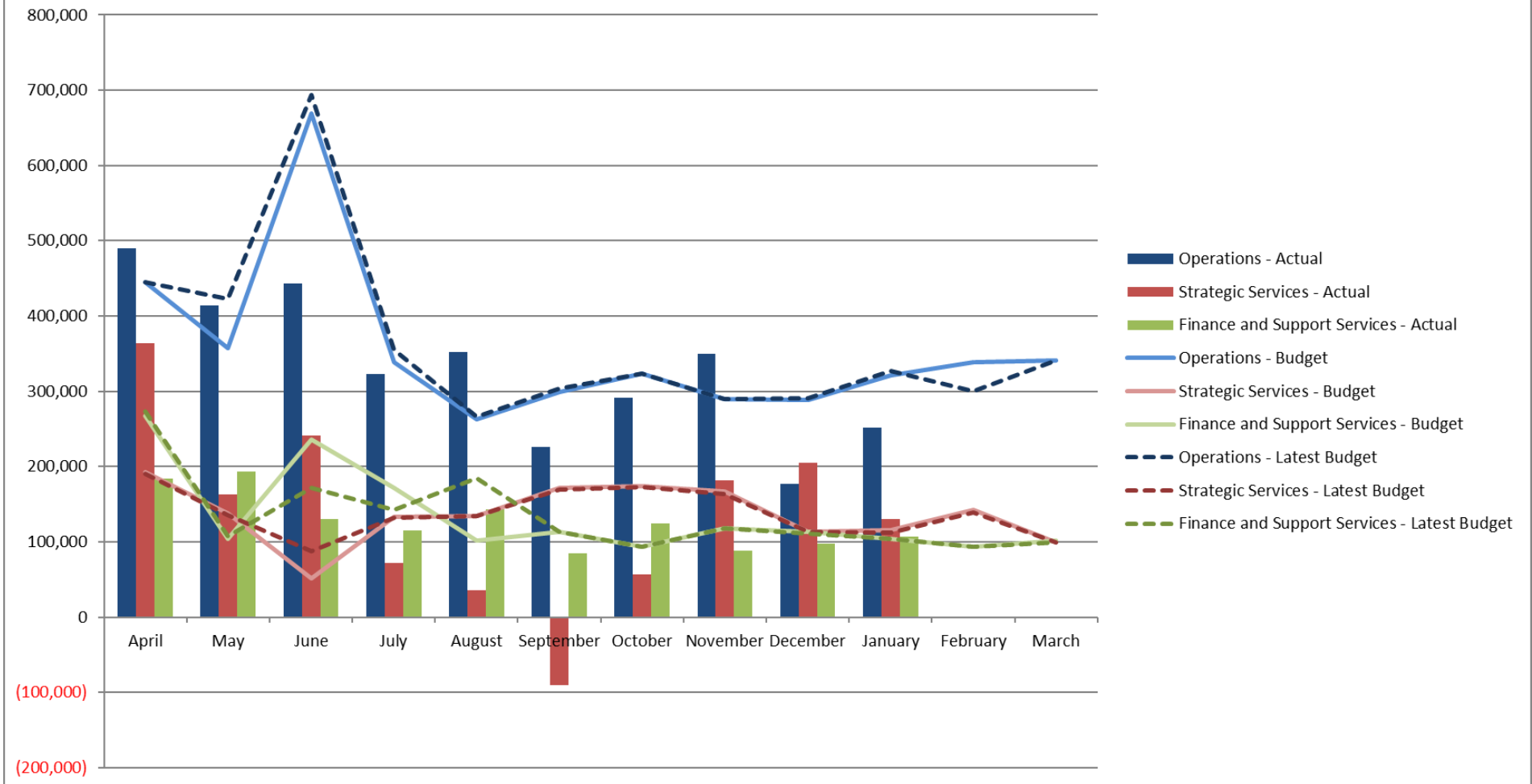
Appendix 2 – Financial monitor: Consolidated income and expenditure 2021/22

Appendix 3 - Capital Treasury and Investment Strategy 2022/2023

Appendix 1 – Consolidated actual income and expenditure charts to 31 January 2022



Consolidated Net Actual Expenditure against Original and Latest Budget



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

Table 1

Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(6,924,478)	0	(6,924,478)	(7,112,188)	187,710
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0
Hire Craft Tolls	(1,131,000)	0	(1,131,000)	(1,194,655)	63,655
Private Craft Tolls	(2,303,000)	0	(2,303,000)	(2,434,555)	131,555
Short Visit Tolls	(45,000)	0	(45,000)	(45,000)	0
Other Toll Income	(17,900)	0	(17,900)	(17,900)	0
Interest	(13,500)	0	(13,500)	(6,000)	-7,500

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,399,095	85,385	4,484,480	4,215,009	269,471
Construction and Maintenance Salaries	1,331,370	0	1,331,370	1,331,370	0
Salaries	1,331,370	0	1,331,370	1,331,370	0
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	528,400	0	528,400	425,655	102,745
Income	(8,700)	0	(8,700)	(700)	-8,000
Expenditure	537,100	0	537,100	426,355	110,745
Water Management	98,635	0	98,635	98,635	0
Expenditure	98,635	0	98,635	98,635	0
Land Management	(29,856)	7,885	(21,971)	(21,971)	0
Income	(87,606)	0	(87,606)	(87,606)	0
Expenditure	57,750	7,885	65,635	65,635	0
Practical Maintenance	480,386	77,500	557,886	557,886	0
Income	(11,000)	0	(11,000)	(11,000)	0
Expenditure	491,386	77,500	568,886	568,886	0
Waterways and Recreation Strategy	47,580	0	47,580	34,664	12,916

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	0	0	0	0	0
Salaries	38,580	0	38,580	25,664	12,916
Expenditure	9,000	0	9,000	9,000	0
Ranger Services	1,113,430	0	1,113,430	1,013,430	100,000
Income	(7,000)	0	(7,000)	(7,000)	0
Salaries	840,040	0	840,040	840,040	0
Expenditure	280,140	0	280,140	180,140	100,000
Pension Payments	250	0	250	250	0
Safety	147,520	0	147,520	123,710	23,810
Income	(1,000)	0	(1,000)	(1,000)	0
Salaries	62,070	0	62,070	65,760	-3,690
Expenditure	86,450	0	86,450	58,950	27,500
Premises	223,160	0	223,160	193,160	30,000
Income	(3,500)	0	(3,500)	(3,500)	0
Expenditure	226,660	0	226,660	196,660	30,000
Premises – Head Office	258,880	0	258,880	258,880	0
Income	0	0	0	0	0
Expenditure	258,880	0	258,880	258,880	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Project Funding	62,100	0	62,100	62,100	0
Expenditure	50,000	0	50,000	50,000	0
Pension Payments	12,100	0	12,100	12,100	0
Operations Management and Administration	137,490	0	137,490	137,490	0
Salaries	128,990	0	128,990	128,990	0
Expenditure	8,500	0	8,500	8,500	0

Table 3
Strategic Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Strategic Services	1,510,714	15,007	1,525,721	1,588,565	-62,844
Development Management	382,900	0	382,900	382,900	0
Income	(90,000)	0	(90,000)	(90,000)	0
Salaries	415,750	0	415,750	415,750	0
Expenditure	52,600	0	52,600	52,600	0
Pension Payments	4,550	0	4,550	4,550	0
Strategy and Projects Salaries	218,295	0	218,295	201,445	16,850
Income	0	0	0	(280,661)	280,661
Salaries	151,120	0	151,120	134,270	16,850
Expenditure	67,175	0	67,175	347,836	-280,661
Strategy and Projects	3,000	0	3,000	3,000	0
Expenditure	3,000	0	3,000	3,000	0
Biodiversity Strategy	11,270	0	11,270	11,270	0
Income	(11,653)	0	(11,653)	(11,653)	0
Expenditure	22,923	0	22,923	22,923	0
Human Resources	139,714	8,150	147,864	208,424	-60,560

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Income	0	0	0	0	0
Salaries	80,940	0	80,940	141,500	-60,560
Expenditure	58,774	8,150	66,924	66,924	0
Volunteers	74,190	0	74,190	69,780	4,410
Salaries	51,070	0	51,070	51,070	0
Expenditure	23,120	0	23,120	18,710	4,410
Communications	328,105	6,857	334,962	334,962	0
Income	(115,022)	0	(115,022)	(115,022)	0
Salaries	347,750	0	347,750	347,750	0
Expenditure	95,377	6,857	102,234	102,234	0
Visitor Centres and Yacht Stations	240,030	0	240,030	263,574	-23,544
Income	(206,100)	0	(206,100)	(185,056)	-21,044
Salaries	357,280	0	357,280	346,280	11,000
Expenditure	88,850	0	88,850	102,350	-13,500
Strategic Services Management and Administration	113,210	0	113,210	113,210	0
Salaries	109,860	0	109,860	109,860	0
Expenditure	3,350	0	3,350	3,350	0

Table 4

Finance and Support Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Finance and Support Services	1,601,064	(7,000)	1,594,064	1,615,324	-21,260
Legal	77,500	0	77,500	77,500	0
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	80,000	0	80,000	80,000	0
Governance	251,850	0	251,850	239,440	12,410
Salaries	169,760	0	169,760	157,350	12,410
Expenditure	82,090	0	82,090	82,090	0
Chief Executive	123,080	0	123,080	123,080	0
Salaries	120,730	0	120,730	120,730	0
Expenditure	2,350	0	2,350	2,350	0
Asset Management	147,033	0	147,033	142,153	4,880
Income	(23,000)	0	(23,000)	(23,000)	0
Salaries	46,710	0	46,710	46,710	0
Expenditure	123,323	0	123,323	118,443	4,880
Finance and Insurance	410,111	(7,000)	403,111	371,621	31,490
Salaries	170,460	0	170,460	159,500	10,960

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	239,651	(7,000)	232,651	212,121	20,530
Collection of Tolls	152,530	0	152,530	152,530	0
Salaries	141,330	0	141,330	141,330	0
Expenditure	11,200	0	11,200	11,200	0
ICT	438,960	0	438,960	509,000	-70,040
Income	0	0	0	0	0
Salaries	201,460	0	201,460	183,500	17,960
Expenditure	237,500	0	237,500	325,500	-88,000

Table 5

Projects and Corporate items

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

Table 6

Contributions from earmarked reserves

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Contributions from Earmarked Reserves	(398,221)	0	(398,221)	(116,246)	-281,975
Earmarked Reserves	(398,221)	0	(398,221)	(116,246)	-281,975

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	(398,221)	0	(398,221)	(116,246)	-281,975

Table 7

Net (Surplus) / Deficit

Row labels	Original Budget (Consolidated) £	Budget Adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast Outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Grand Total	329,840	93,392	423,232	332,130	91,102

Capital, treasury and investment strategy 2022/23

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Capital Strategy

1. Introduction

- 1.1. The update of CIPFA's Prudential Code in December 2021 and Capital Finance guidance notes in September 2018 introduced the need for Local Authorities to have a Capital Strategy from 2019/20. It is intended to provide a high-level overview of how capital expenditure; capital financing and treasury management contribute to the provision of services and how the risks of these activities are managed and what impact it may have for future financial sustainability.
- 1.2. The Capital Strategy will be renewed annually. Monitoring and approval of the strategy will remain with the Authority.
- 1.3. The Capital Strategy provides a link between The Broads Plan, Strategic Priorities, the Asset Management Strategy and the Financial Strategy.
- 1.4. The current Broads Plan covers the period of 2017-2022. The plan is currently undergoing a review for the next period. It is a partnership strategy for the whole of the Broads and sets out guiding actions not just for the Authority but all partners. Its success very much depends on a common vision, strong partnership working and the best use of shared resources. The plan is available on the website including a six-monthly newsletter which provides updates on progress.
- 1.5. The Authority's Strategic priorities are set annually by the members in line with objectives in the Broads Plan. Progress against the Strategic priorities is reported regularly to the Broads Authority and details can also be found on the website.
- 1.6. The Asset Management Strategy sets out the Authority's practices and procedures which have been established to ensure that the Authority's land, property and other assets are managed and maintained as effectively as possible. It also sets out a series of key principles which will be adhered to in the management of the asset base and guidance on the procurement and disposal of land and property. A copy is also available on the website.
- 1.7. The annual Budget and Financial Strategy includes capital expenditure for the forthcoming year and the following two financial years. The earmarked reserves appendix identifies what capital expenditure will be funded in each year. Although the later years are based on the replacement programmes the last two financial years should be seen as estimates. These estimates maybe updated as a result of refining the costings during budget setting for those years.

2. Core principles

- 2.1. All capital expenditure and investment decisions will be affordable, proportionate, prudent and sustainable.
- 2.2. Decisions to invest or dispose of capital items will comply with the Authority's delegated powers, standing orders and financial regulations.
- 2.3. Capital expenditure will reflect the aspirations set out in the Broads Plan, Strategic Priorities and the authority's environmental and carbon policies.
- 2.4. New areas of major capital expenditure (£250,000 plus) will be supported by a fully costed appraisal over the lifetime of the scheme and incorporated into the annual budget. Risks will be fully considered, not just during initiation but over the lifetime of the asset including its potential disposal.

3. Capital expenditure

- 3.1. Whilst other Local Authorities have large capital expenditure programmes to fund housing and regeneration projects the Authority's expenditure remains modest and focuses on operational need. Items of major capital expenditure are identified through the Asset Management Strategy replacement programme and as part of the budget setting process. Items of expenditure over £5,000 that have a useful economic life of more than one financial year are classified as capital expenditure.
- 3.2. Capital Expenditure can be funded via a number of methods. These include revenue budgets, earmarked reserves, finance leases, long term borrowing and capital receipts. All capital expenditure on physical assets is held on the Balance Sheet under Property, Plant and Equipment. At the end of 2020/21 the value of these items was £4.7m, of which £85k was funded by finance leases.
- 3.3. Traditionally revenue budgets tend to fund the smaller items such as tools and equipment. However larger Navigation items can be funded through revenue as a result of tolls setting. For 2018/19 the level of tolls was increased to facilitate the purchase of Tree Shears. In 2017/18 the moorings maintenance programme was rescheduled to enable the purchase of Acle Bridge moorings from revenue. The ongoing maintenance of assets is funded by revenue budgets and is not capitalised. Cost estimates are made on the basis of forecast maintenance required to keep assets in operational use.
- 3.4. Through identification of the Asset Management Strategy annual contributions are made from the revenue budget to the earmarked reserves to cover the cost of future replacements. Balances are built up and then drawn down in future years. Expenditure from the earmarked reserves is considered annually alongside the revenue budget, with a forecast for the following two financial years. Replacement

costs are regularly monitored to ensure that the contributions remain appropriate to the earmarked reserves. Where adjustments are required this will be forward to the Authority as part of the annual budget setting process.

- 3.5. Although long term borrowing remains an option to the Authority it is not regularly utilised for capital expenditure. At the end of 2020/21 the balance sheet contained one long term loan which had an outstanding balance of £109k. Further details can be found in the Treasury Management Policy Statement on borrowing principles (section 2.3).
- 3.6. The Authority currently holds one capital receipt following the disposal of Ludham Fieldbase in August 2018. Capital receipts can be used to fund new capital expenditure or the repayment of debt. It is currently being held on the balance sheet. New long-term capital projects will consider utilising this balance.

4. Short, medium and long term capital priorities

Short and medium term priorities (1-3 Years)

- 4.1. The Authority's short to medium term priorities is delivering the asset replacements detailed within the Asset Management Strategy and Earmarked reserves. The focus is on continued operations but with the potential to remain flexible as new opportunities for efficient working arise or if urgent items arise. Replacement items to be funded over the next three years include vehicles, excavators, wherries and Ranger launches. All of which will be funded from the Earmarked reserves.
- 4.2. It is expected that during the short to medium term that the potential options around Visitor Services and facilities will be explored. As options for improvements at existing site or new sites are developed these will be brought back to members with a business case. The key issue for new sites remains initial funding which will be explored through potential funding bids and partnership. As this progresses papers highlighting risks will be taken to the Authority for members to make the final decision.
- 4.3. The use of reserves other than earmarked reserves will require approval from the Authority. The impact of loss of investment income will need to be offset by the benefits of such a capital project.

Long term priorities (4 years plus)

- 4.4. The Authority's long-term priorities will be shaped by future funding agreements received from DEFRA in the form of National Park Grant and potential toll increases. Reductions to either forms of income could impact the potential to replace assets as they near the end of their useful lives and ongoing maintenance programmes. Long

term priorities, will need to ensure that they will generate income to fund their upkeep and any reduction in investment income.

- 4.5. Larger items of equipment such as the wherries and launches can be operational anywhere between 20 and 50 years. It is essential that their ongoing maintenance is incorporated into the revenue budget and the contributions to the earmarked reserves continue.
- 4.6. The moorings refurbishment programme remains a key area of maintenance to ensure that moorings remain safe to use by the public. Where the Authority is responsible for future piling and upkeep it will seek to own sites or minimise rental payments in recognition for this ongoing responsibility.

5. Risk appetite

- 5.1. The Authority's risk appetite towards capital expenditure remains low and will be based around the core principles. Funding of capital items will continue mainly through existing resources but on occasion finance leases or other borrowing maybe appropriate. Borrowing principles are set out in the Treasury Strategy (section 2.2) and the forecast of capital expenditure and borrowing limits is in the Investment Strategy (section 4).
- 5.2. The Authority recognises the importance of ensuring that all staff involved in the capital strategy are equipped to undertake the duties and responsibilities allocated to them. Recruitment of vacant posts will reflect this position and training opportunities will be identified through the annual Individual Performance Review (IPR).
- 5.3. It is recognised decisions surrounding land and buildings carry a higher degree of risk. Where opportunities arise of acquisition or disposal the Authority will make use of its property consultants and legal advisers to ensure these risks are fully understood.

Treasury strategy

1. Introduction

- 1.1. Both CIPFA's Treasury Management Code of Practice (2021 Edition) and the Prudential Code requires the Authority to produce a strategy which explains the Authority's borrowing and investment activities and the effective management and control of those risks. This strategy seeks to incorporate the best practice recommendations from this guidance whilst also bearing in mind the Guidance for Smaller Public Service Organisations (2014 Edition).

2. Treasury management policy statement

- 2.1. The Authority defines its treasury management activities as:

- The Management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those.
- The Authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- The Authority acknowledges that effective treasury management will provide support towards the achievement of its strategic objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance management techniques, within the context of effective risk management.

Borrowing principles

- 2.2. The Authority intends to fund all of its capital expenditure from either its earmarked reserves, capital receipts or from its revenue accounts. However if any of those accounts hold insufficient funds borrowing maybe considered.
- 2.3. The Authority currently has one long term loan from the Public Works Loan Board (PWLb) that was utilised to purchase the dredging operation from May Gurney in November 2007 for £290,000. This is to be paid over a 20-year period at a fixed interest rate of 4.82%. Repayments are incorporated into the revenue budget. The Authority also has the option to enter into finance leases to purchase capital items. Typically this has included the purchase of large pieces of equipment such as the

JCB, the Doosan excavator and the concrete pump. International Financial Reporting Standards include these types of leases as borrowing due to the risk and reward of the asset transferring to the Authority. During 2020 the Authority took out a short-term loan from the PWLB for £105,000 to fund the purchase of a new excavator. This is to be repaid over 5 years at a fixed interest rate of 2%. This was considered the most cost-effective form of borrowing when compared to a finance lease.

- 2.4. If additional borrowing was deemed necessary following committee consultation then the Authority would need to minimise the costs to the revenue budgets including future year repayments and undertake new borrowing at the cheapest cost.

Investment principles

- 2.5. The Authority's main objective is the prudent investment of its treasury balances. Investments are made purely for treasury management purposes, not to support service and commercial purposes. The main priorities are the security of capital and the liquidity of its investments. It will be only after these have been satisfied that it will aim to achieve optimum return on its investments. The Authority will not engage in borrowing purely to invest or to on-lend to make a return. Such activity is considered unlawful.

Treasury management practices

Risk management

- 2.6. The Authority adopts a low risk appetite to its treasury management but is not totally risk averse. It will invest with other institutions with appropriate credit ratings rather than just making use of government deposits. If additional borrowing should be required it will seek to borrow on a fixed rate basis to build in assurance for future year liabilities.
- 2.7. As part of the Authority's corporate and directorate risk registers risks are monitored and managed on a regular basis. This includes investment risks. Corporate risks are reported to every meeting of the Audit and Risk Committee. Responsible Officers review these throughout the year and are discussed at Directorate meetings.
- 2.8. Risks specific to treasury management include:
- **Credit and Counterparty:** The main objective of the Authority is to secure the principal sum it invests and therefore takes a prudent approach as to whom it invests funds with. This is limited to organisations who meet minimum criteria and is covered in more detail within the investment strategy. The Authority also faces this risk through the default of its debtors. Payment terms are limited to 30

days or where appropriate payment is asked for in advance. Corrective action is taken as required to secure outstanding debts. Bad debts are kept to a minimum.

- **Liquidity:** The Authority will maintain adequate but not excessive cash balances and borrowing arrangements to enable it to achieve its strategic objectives. The Authority will only borrow in advance of need where there is a clear business case to do so and will only do so for the current capital programme. Debt repayments are included in the annual revenue budget.
- **Interest rate:** The Authority will manage its exposure to fluctuations to interest rate risks in line with its budgets. It will achieve this through the prudent use of its approved instruments, methods and techniques to create stability and certainty of costs and revenues, whilst remaining sufficient flexibility to take advantage of unexpected changes to interest rates. The Authority will limit fixed term deposits to a period of no longer than one year to limit risks to liquidity.
- **Exchange rate:** The Authority will manage its exposure to fluctuations in exchange rates to minimise any impact on its budgeted income/expenditure levels. External advice will be sought to manage this in the most appropriate way as it could have a significant impact; this is particularly important in regards to EU grants.
- **Inflation:** The Authority will keep under review the sensitivity of its treasury assets and liabilities to inflation, and will seek to manage the risk accordingly in the context of the whole Authority's inflation exposures.
- **Re-financing:** If the Authority was in a position to re-finance its borrowing it will ensure that such arrangements are negotiated, structured and documented and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or re-financing. These will be competitive and as favourable to the organisation that can be reasonably achieved in the light of market conditions at the time. It will manage its relationships with its counterparties to secure this objective and will avoid the over reliance on any one source of funding if this might jeopardise achievement of the above.
- **Legal and regulatory:** The Authority will ensure all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. The Authority recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as reasonable to do so, will seek to minimise any adverse risks.

- **Operational risk, including fraud, error and corruption:** The Authority will ensure that it has identified the circumstances which may expose it to the risk of loss through inadequate or failed internal processes, people and systems or from external events. It will employ suitable systems and procedures to ensure segregation of duties, and will maintain effective contingency management arrangements to do so. In addition, the Authority holds Fidelity Guarantee Insurance with Zurich Municipal as part of its overall insurance management arrangements.
- **Price:** The Authority will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from such fluctuations.

Performance measurement

- 2.9. Treasury management will be subject to regular review of its value for money and if other alternative methods of delivery will become more appropriate. The Audit and Risk Committee will receive reports twice a year detailing performance. It will also review the Treasury Strategy prior to the Authority meeting which remains responsible for its adoption. Further details of those performance measures are included within the Investment Strategy.

Decision making and analysis

- 2.10. The Authority will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps have been taken to ensure that all issues relevant to those decisions were taken into account at that time.

Approved instruments, methods and techniques

- 2.11. The Authority will undertake its treasury management activities by only employing those instruments, methods and techniques as detailed in the Investment Strategy. The Authority does not intend to use derivative instruments to manage risk. However if it chose to do so in the future it would seek proper advice and will consider that advice when entering into arrangements to use such products to ensure that it fully understands those products.

Organisation, clarity & segregation of responsibilities, and dealing arrangements

- 2.12. In order for there to be effective control and risk management it is essential that there is clear segregation of duties for the reduction of the risk of fraud and error and for the pursuit of optimum performance. This will be subject to regular review by Internal Audit as part of its key control test. If at any time there is a lack of resources that does not allow this, it will be reported to the Audit and Risk

Committee. Such duties are detailed in the Finance department's job descriptions and are reviewed annually.

- 2.13. The Director of Finance is responsible for the development of the strategy, whilst cash flow monitoring is undertaken by the Senior Finance Assistant and reviewed by the Director of Finance. The Director of Finance will remain responsible for identifying appropriate counter parties in line with agreed criteria. Funds to be transferred will be carried out by the Senior Finance Assistant and Financial Accountant following approval by the Director of Finance. All funds will be automatically transferred back into the Authority's main bank account. The Director of Finance will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

Reporting requirements and management information

- 2.14. The Director of Finance will prepare regular reports for consideration on the implementation of its policies, the effects of decisions taken and transactions executed. The reports will also consider the impact of any changes on the budget or other regulatory, economic and market factors.
- 2.15. The Broads Authority will receive an annual report on the strategy and the plan for the coming year. The Audit and Risk Committee will review this strategy and receive a mid-year review and an annual report on activity over the last year. Any impact on investment income will be reported throughout the year to the Broads Authority as part of its Finance Performance and Direction reports.

Budgeting, accounting and audit arrangements

- 2.16. The Director of Finance will prepare the annual budget which will include the costs of the treasury function as well as the investment income as deemed by statute and regulation. The Director of Finance will be responsible for exercising control over these items and will report any changes as required as detailed above.

This Authority will account for its treasury management activities, decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

Cash and cash flow management

- 2.17. The Director of Finance will be responsible for all monies in the hands of the Authority and will be reviewed for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis to ensure that liquidity risk is monitored. This will be undertaken on a weekly basis by the Senior Finance Assistant and reviewed by the Director of Finance. This weekly forecast will

also look at predictions for the current month. Annual cash flow predictions will be prepared by the Director of Finance following preparation of the annual budget.

Money laundering

- 2.18. The Authority is aware that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Further details can be found in the Authority's Counter Fraud, Bribery and Corruption policy and its Financial Regulations. Copies are available to all staff on the Intranet.

Training and qualifications

- 2.19. The Authority recognises the importance of ensuring that all staff involved in the treasury management are equipped to undertake the duties and responsibilities allocated to them. Recruitment of vacant posts will reflect this position and training opportunities will be identified through the annual Individual Performance Review (IPR).
- 2.20. The Director of Finance will ensure that the Audit and Risk Committee who have treasury management/scrutiny responsibilities have access to training relevant to their needs and responsibilities.
- 2.21. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

Use of external providers

- 2.22. The Authority recognises that responsibility for treasury management decisions remain with the Authority at all times. It recognises that there may be value in employing external providers in order to access specialist skills and resources. However the use of external providers is not currently used based on the Authority's limited amount of surplus funds and the costs associated. If this position changed it would ensure a full evaluation had been undertaken as to the costs and benefits through the Authority's Standing Orders.

Corporate Governance

- 2.23. Treasury Management activities will be undertaken with openness and transparency, honesty, integrity and accountability. This together with the other arrangements detailed in the Investment Strategy are considered vital to the achievement of proper corporate governance in treasury management. The Director of Finance will monitor and report upon the effectiveness of these arrangements.

Management practices for non-treasury investments

- 2.24. The Authority recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.

2.25. The Authority will ensure that all investments are covered in the investment strategy, and will set out, where relevant, the Authority's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management. Where the Authority holds non-treasury investments a schedule of these types of investments will be included.

Annual Investment Strategy 2022/23

This strategy builds on those principles and practices as laid out in the Treasury Management Strategy. It continues to give priority to the security of capital and liquidity before returns are considered.

The Authority will continue to invest in Sterling and will consider the bodies environmental, social and governance (ESG) practices.

1. Specified investment

1.1. These investments are made in Sterling and have a duration of 1 year or less.

Typically, these are low risk investments due to being made with high credit rating bodies, examples include:

- UK government or local authorities;
- UK/European banks and building societies
- Money Market funds (AAA rated by credit rating agency)
- Debt Management Agency deposit facility

1.2. This list is not exhaustive but highlights where the Authority is most likely to place its funds.

1.3. To mitigate against the risks of credit and counterparty the Authority will only seek investments with bodies that have at least a short-term rating of F-1 as stated by Fitch credit ratings.

1.4. The Authority will monitor these ratings monthly through online credit watches and use these to determine any new investments. This may mean those failing to meet the criteria will be removed from the list, whilst those new counterparties who do may be added. Other market information including the financial press will be monitored.

2. Non-specified investments

2.1. These investments tend to be any other type of permitted investment which have durations of more than a year. This also includes equity-type investments. At this point the Authority does not consider these types of investments as appropriate but may do so in the future if surplus funds permit.

2.2. Longer term investments will only be considered with those institutions that have a Fitch credit rating of A (+/-). In addition institutions ethical and environmental

activities will also be taken into consideration to compliment the Authority’s strategic objectives, including responding to climate change and sustainability.

- 2.3. The Authority will seek proper advice and will consider that advice when entering into arrangements on derivatives to ensure that it fully understands those products.

3. Liquidity

- 3.1. The Authority will seek to try and spread its investments to avoid over reliance on one institution. This is currently not being achieved and all surplus funds are being held at the Authority’s current account provider (Barclays). The impact of COVID-19 has meant that interest rates have plummeted and funds are now held at Barclays to secure the best interest rates available. Funds held at Barclays are automatically swept each day into its Business Premium. This facility is instant access. Based on its cash flow forecasts the Authority anticipates that its cash balances will range between £5m and £7m.

Current Holdings as at 28/02/22

Counterparty	Holding/ Investment	Interest rate	Investment date	Maturity date
Barclays Notice Account	4,500,000	Base rate + 0.2%	n/a	95 days’ notice
Barclays Notice Account	503,000	Base rate – 0.05%	n/a	32 days’ notice
Barclays Premium Account	587,000	0.01%	n/a	Instant access

4. Capital financing (borrowing) principles

- 4.1. The following table shows the current forecast for capital expenditure for the next three years. Commentary is also provided below.

Prudential indicator 2022/23-2024/25

Prudential indicator	2022/23	2023/24	2024/25
Estimate of capital expenditure	£550,000	£550,000	£200,000
Authorised limit for external debt	£500,000	£500,000	£500,000
Operational Boundary	£400,000	£400,000	£400,000

- 4.2. The Capital Financing Requirement (CFR) is reported annually in the Authority’s statement of accounts. It measures the amount of capital spending that has not yet

been financed by capital receipts, capital grants or contributions from revenue income. The table below sets out the estimate CFR for the next three years.

Capital Financing Requirement

Movement	2022/23	2023/24	2024/25
Opening CFR 01/04	£190,710	£342,850	£284,200
Capital expenditure	£550,000	£550,000	£200,000
Capital expenditure funded from revenue	(£442,000)	(£550,000)	(£200,000)
Repayment of debt	(£63,860)	(£58,650)	(£56,600)
New debt (JCB)	£108,000	0	0
Closing CFR 31/03	£342,850	£284,200	£227,600

- 4.3. Although the Authority's forecast level of debt is set to reduce over the next 3 years it is considered prudent to maintain the existing limits due to the introduction of IFRS 16. This new accounting standard will be adopted from 2022/23 and will impact on leases held by the Authority. The introduction will also increase the Capital Financing Requirement (CFR). Currently only Finance Lease liabilities (where the risk and reward are transferred to the Authority) are held on the balance sheet. Operating leases (where the risk and reward does not transfer to the Authority) are currently not included. The introduction of IFRS 16 removes the distinction between the two and is based on right of use. The most significant Operating Lease for the Authority is Yare House.
- 4.4. The use of reserves to finance capital expenditure will have an impact on level of investments. However budgeted contributions to earmarked reserves should mitigate this as well as the sale of assets. The table below shows estimates of year end balances for each resource.

Estimated year end reserves 2022/23-2024/25

Estimated Year-End reserves	2022/23	2023/24	2024/25
General and Navigation Reserves	£1,087,000	£833,000	£624,000
Earmarked Reserves	£2,570,000	£2,623,000	£2,959,000
Capital Receipts Reserve	£405,000	£405,000	£405,000
Total Investments 31 March	£4,062,000	£4,861,000	£3,988,000

Affordability

- 4.5. The prudential code indicator for affordability asks the Authority to estimate the ratio of financing costs to net revenue stream. The Authority's current borrowing consists of the Public Works Loan Board (PWLB) loans and Finance leases. The first PWLB Loan was to finance the acquisition of the dredging operation from May Gurney, the financing costs have a zero effect on the bottom line of navigation income and expenditure as the dredging operation (financing costs and ongoing running cost including any additional capital expenditure) are less than or equal to the cost paid to contract out to May Gurney in the past. Finance lease repayments are also charged directly to the revenue budget. Whilst both of these remain less than 0.4% of National Park Grant and Navigation income it is felt that this indicator is not appropriate for use by the Authority in this instance. Any increases to debt will require this indicator to be reviewed.

External debt

- 4.6. Prudential indicators in respect of external debt must be set and revised taking into account their affordability. It is through this means that the objective of ensuring that external debt is kept within sustainable, prudent limits is addressed year on year.
- 4.7. Therefore, the Authority will at this time only borrow long term to finance the capital expenditure incurred on the acquisition of the dredging operation from May Gurney.
- 4.8. Actual debt as at 31 March 2021 was £271,530 which consists of the PWLB loans and finance leases.

Authorised limit

- 4.9. The Authority will set for the forthcoming financial year and the following two financial years an authorised limit for its total external debt, separately identifying borrowing from other long-term liabilities (excluding pension liability and government grants deferred). It should be noted that the Authority does not have any other long-term liabilities at present or plans to have any in the future. This prudential indicator is referred to as the authorised limit and is shown in the table above.

Operational Boundary

- 4.10. The authority will set for the forthcoming financial year and the following two financial years an operational boundary for its total external debt. This Prudential indicator is referred to as the operational boundary and is shown in the table above. The operational boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case, scenario.

Capital expenditure

- 4.11. The Authority will make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years. This Prudential indicator will be referred to as estimate of capital expenditure and is included in the table above.

Treasury management

- 4.12. The Prudential Code requires authorities to set upper limits for its exposure to the effects of changes in interest rates. However, as explained above under paragraph 4.5, the current borrowing costs will be not be an additional cost to the Authority. The Authority has borrowed at a fixed interest rate, thus reducing its exposure to changes in interest rates. This Prudential indicator is therefore not considered necessary in this instance.
- 4.13. There remains a small risk to the Authority in using fixed term deposits that interest rates may increase in the short term. However, given the historic low interest rates on offer following the financial crisis any increase in rates is likely to be slow. By minimising fixed term deposits to a minimum of 1 year and staggering them it will allow the Authority to take advantage of any increase as funds become available for re-investment. Funds in instant access will be able to take advantage of any increase in rates.

Maturity structure of borrowing

- 4.14. The Prudential Code requires authorities to set upper and lower limits with respect to the maturity structure of its borrowing. However, as the Authority only has a single long-term loan this indicator is not considered relevant.

5. Non-treasury investments

- 5.1. Previously the Authority held one non-treasury investment in the form of an Investment Property (Ludham Fieldbase). This was disposed of in August 2018, the proceeds of which are currently held in the Capital Receipts Reserve. There are currently no plans for additional non-treasury investments.

6. End of year investment and capital financing report

- 6.1. The Authority will provide a report on its investments and capital financing activity at the end of the financial year, as part of its final accounts reporting procedure.

Broads Authority

18 March 2022

Agenda item number 11

Strategic Direction: Draft Annual Business Plan 2022/23 and strategic priorities update

Report by Senior Governance Officer

Purpose

This report presents the Broad's Authority's draft Annual Business Plan for 2022/23 and the final update on this year's set of strategic priorities.

Broads Plan context

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

Recommended decision

To adopt the Annual Business Plan 2022/23, Strategic Priorities for 2022/23 and to note the 2021/22 strategic priorities update.

1. Draft Annual Business Plan 2022/23

- 1.1. The Authority's Annual Business Plan gives an overview of work priorities for the financial year. It is the link between the Broads Plan, the strategic partnership plan for the Broads, and the Authority's directorate work plans. The draft Annual Business Plan at Appendix 1 sets out planned activity and expenditure for the financial year 2022/23, and a summary of progress against our 2021/22 work plans.
- 1.2. Our proposed strategic priorities for 2022/23 are in paragraph 2.
- 1.3. The final update on our strategic priorities for 2021/22 is in Table 1 below. A number of these priorities will carry forward as priorities for 2022/23. More details on updates to the CANAPE project are in Appendix 2.
- 1.4. A number of more detailed guiding strategies support the high-level Broads Plan, and a status update on these is included in the Annual Business Plan.
- 1.5. The Broads Plan and guiding strategies may be viewed on the [strategy](#) pages of our website at www.broads-authority.gov.uk, together with Broads Plan progress updates.

2. Proposed Strategic Priorities for 2022/23

- 2.1. Each year we identify a small set of strategic priorities, focussing on Authority-led projects with high resource needs or a high impact on the Broads, or that are politically sensitive. Setting these priorities helps us target resources and make the most of partnership working and external funding opportunities.
- 2.2. While we are optimistic that the worst of the pandemic is behind us, we must be mindful of other major issues facing the Broads: climate change, and in particular sea-level rise; the long-term decline of biodiversity; the need for the emerging agricultural support scheme to take account of our fen and grazing marshes; the competition for limited water resources; and the increased financial pressures.
- 2.3. It is within this context that we propose the Authority’s strategic priorities for the financial year 2022/23. A number of the priorities for 2022/23 are to maintain ongoing large-scale projects in last year’s priorities, namely:
- Response to the Government’s proposals on the Landscapes Review
 - Broads strategy and policy review (Broads Plan and Local Plan)
 - Safety in the Broads and Hire Boat Licensing Review
 - Responding to climate change (Broadland Futures Initiative and Climate Change Action Plan)
 - Water, Mills and Marshes Landscape Partnership Scheme
- 2.4. We also propose the following new priorities:
- Nature for Climate Peatland Grant Scheme - Discovery Grant
 - Farming in Protected Landscapes
 - Tolls system replacement

Table 1
Strategic priorities 2021/22 – final progress update

Themes, aims and milestones	Progress	Lead officer
<p>1. Broads strategy and policy review</p> <p>(a) Broads Plan</p> <p>Aim: To refresh the Plan’s strategic actions, assessing the Government’s response to the Landscapes Review and its implications for protected landscape management plans.</p>	<p>Status: On track</p> <p>(i) Completed. Consultation responses considered and next stage SA in production.</p> <p>(ii) Timetable revised due to delays in appointing Habitats Regulations Assessment (HRA) consultant; consultation on draft Plan now</p>	<p>Strategy and Projects Officer</p>

Themes, aims and milestones	Progress	Lead officer
<p>Milestones:</p> <ul style="list-style-type: none"> (i) Produce Sustainability Appraisal (SA) Scoping Report (by Autumn 2021) (ii) Prepare first draft Plan for consultation (to BA in May 2022Nov 2021) (iii) Prepare final draft Plan for consultation (by Mar 2022) 	<p>scheduled for May-July 2022. BA officers continuing to draft plan in liaison with members and key partners.</p> <p>HRA process underway – HRA will be issued alongside draft Broads Plan for consultation.</p>	
<p>(b) Local Plan for the Broads</p> <p>Aim: To review and update the Broads planning policy framework</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Produce Sustainability Appraisal (SA) Scoping Report (by Autumn 2021) (ii) Produce Issues and Options version of Local Plan ready for consultation in 2022 (iii) Produce evidence base on various topics including housing need (2021 and early 2022) 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) Consultation carried out on SA Scoping Report and next version of SA being prepared. (ii) Sections of Issues and Options taken to Planning Committee for discussion each month. (iii) Housing need, gypsy, traveller and travelling show people need and residential moorings need work commissioned. Infrastructure study and low carbon/renewable energy paper under way. 	<p>Planning Policy Officer</p>
<p>2. CANAPE project (Creating A New Approach to Peatland Ecosystems)</p> <p>Aim: To implement CANAPE work packages 3 and 4 to agreed schedules.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Complete Chara Bay construction work (April 2021) (ii) Develop and contribute to the CANAPE Conference (Oct 2021) 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) Last phase of Chara Bay construction works completed in January, with extracted reed rhizomes reed planted to accelerate colonisation of site by natural flora; write up of this part of project underway. (ii) Additional works underway at Horsey installing deer fencing to protect plants as they establish, as deer observed grazing on site. 	<p>CANAPE Project Manager</p>

Themes, aims and milestones	Progress	Lead officer
(iii) Begin construction work at paludiculture demonstration site at Horsey (Aug 2021)	(iii) Next partner meeting planned for April in Denmark, followed by final partner meeting in Broads this autumn.	
<p>3. Environment Land Management scheme (ELM)</p> <p>Aim: To implement sustainable wetland and lowland grazing options within ELM scheme.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Conduct and write up 3 farmer seminars with advisory group testing role of local land management boards (Apr-Jul 2021) (ii) Conduct survey on role of local conveners in ELM scheme (Mar-May 2021) (iii) Hold collaboration workshop (May 2021) (iv) Finalise Operating Procedures for Broads land management board (Jul 2021) (v) Complete final report and Defra handover meeting/presentation (Jul 2021) 	<p>Status: Completed</p> <ul style="list-style-type: none"> (i) Completed seminars on nature recovery prioritisation, water management and carbon in peat, and blending private and public finance. (ii) Completed. (iii) Collaborative workshop completed (changed to online series of workshops due to Covid-19 restrictions). (iv) Completed. (v) Final report agreed by Broads Land Management Board on 24 August. Findings presented to Defra ELM lead for Local Nature Recovery. Defra to widely adopt Board structure for delivery of ELM Local Nature Recovery. <p>Success of Board, which has also evolved to act as Local Assessment Panel for Farming in Protected Landscapes (FiPL) programme, was noted and has enabled FiPL applications to be approved in a timely manner.</p> <p>Continuing to feed into Defra ELM development via (1) co-design of Local Nature Recovery (LNR) scheme, (2) commenting on LNR prototype mapping, and (3) informing payments for ELM.</p>	<p>Environment Policy Adviser</p>

Themes, aims and milestones	Progress	Lead officer
<p>4. Responding to climate change</p> <p><u>(a) Broadland Futures Initiative</u></p> <p>Aim: To implement the joint programme of work with the Environment Agency and other partners to develop longer-term integrated flood risk management for Broadland.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Hold virtual exhibition and online survey (Jan-Apr 2021) (ii) Hold first meeting of Elected Members Forum (Spring 2021) (iii) Various technical deliverables from consultant (throughout 2021/22) 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) Completed. (ii) Completed. Second meeting of Elected Members Forum took place on 28 Sept 2021. (iii) On track. “<u>BFI Plan Objectives</u>” available on the website. 	<p>Director of Strategic Services</p>
<p>(b) Climate Change Action Plan</p> <p>Aim: To reduce the carbon footprint of the Broads Authority and the Broads Executive Area (‘Broads Area’).</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Broads Area carbon baseline (Smallworld Consulting Ltd) (June 2021) (ii) Broads Authority footprint for 2020/21 (Jun 2021) (iii) Solar power at Dockyard (Oct 2021) (iv) Consultation and consensus building on sustainable propulsion in the Broads (ongoing) 	<p>Status: Some delays</p> <ul style="list-style-type: none"> (i) Final calculations for carbon baseline ready; Smallworld consulting and writing their report, including feasible trajectories for emissions from Broads Executive Area. (ii) Continuing to review available funding options for solar power on BA buildings. (iii) Work ongoing on feasibility study for “Electrifying the Broads”, to be completed by end of March with findings presented to members and Broads hire boat industry. This may form basis for further application to Department for Transport for demonstration project. 	<p>Carbon Reduction Project Manager</p>

Themes, aims and milestones	Progress	Lead officer
<p>5. Safety in the Broads</p> <p>Aim: To manage and monitor safety in the Broads for Authority staff and volunteers and for Broads users.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Recruit and train new Rangers (April 2021) (ii) Prepare and make available 9 training videos (April 2021) (iii) Develop survey approach of visitors to assess handover procedure and effectiveness of videos (Summer 2021) (iv) Review Marine Accident Investigation Board (MAIB) report when published 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) Recruitment complete for 2022 season and training programme in place. (ii) 9 safety videos viewed nearly 50,000 times between them; content being updated ahead of 2022 season. Additional video ‘What to do in an emergency’ being developed for 2022. (iii) Survey findings to be reported at committees and survey to be undertaken for 2022 season to review effectiveness of safety measures and changes to hire boat code. (iv) Awaiting final report from the MAIB, due early 2022. 	<p>Head of Ranger Services</p>
<p>6. Water, Mills and Marshes Landscape Partnership Scheme</p> <p>Aim: To implement partnership projects to agreed schedules.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Monitor and report progress (Sept/Mar) (ii) Submit quarterly claims to National Lottery Heritage Fund (Apr/Jul/Oct/Jan) (iii) Implement fundraising plan with partners (May) (iv) Hold Broads Hidden Heritage Conference (Nov) 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) All projects progressing well to adjusted plans, with most scheduled to end in 2022. (ii) Quarterly returns submitted on time and paid by NLHF. (iii) Fundraising plan now implemented. New revenue sources being identified and pursued with partners. Awaiting more details about NCC’s approved Crowdfunding scheme. (iv) NCC-led Broads Hidden Heritage Conference rescheduled for 8 October 2022. <p>Works ongoing at Mutton’s Mill, Halvergate; students from City College Norwich returning to site to get experience in heritage construction.</p>	<p>WMM Programme Manager</p>

Themes, aims and milestones	Progress	Lead officer
	<p>We are also working closely with the RSPB and Strumpshaw Estate to find a solution for a section of the Pumphouse drainage lane that was damaged in the recent tidal event (Feb 2022).</p> <p>BA still awaiting outcome of applications with East Suffolk, South Norfolk and Broadland District Councils for installation of Changing Places toilet facilities in the Broads to improve access for local communities.</p> <p>We continue to work to increase accessibility in the scheme area. We are pursuing the installation of more RNIB “Maps-for-All” in the Waveney Valley.</p> <p>Planning ongoing for Broads Festival with Scheme partners and Beccles Town Council. Next touring drama production scheduled to run from 27 April to 12 June across East Anglia. Performance focuses on the future of the Broads, climate change and is the result of many months of working with local secondary schools.</p> <p>Legacy planning ongoing, with new legacy partners recruited to continue works beyond project funding.</p>	

Author: Sara Utting

Date of report: 02 March 2022

[Broads Plan](#) strategic actions: All

Appendix 1 – Draft Annual Business Plan 2022/23

Appendix 2 – CANAPE update

Annual Business Plan 2022/23

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1. Introduction

1.1. Annual Business Plan

This Annual Business Plan outlines the Broads Authority's work plans for 2022/23 and its 3-year financial strategy for 2022/23 to 2024/25.

Our work plans are guided by the Broads Plan, the partnership strategy for the Broads, and we work with many organisations, interest groups and local communities to achieve the vision and objectives for the area. Figure 1 (page 8) shows the 'golden thread' from the Broads Plan to our work plans and other policies, plans and programmes.

1.2. 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. It is up to the Authority in any particular instance to decide on their relative priority, supporting its commitment to the integrated management of the Broads.

In 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.

1.3. Our funding

The Authority's funding is through National Park Grant (NPG) provided by Defra, and navigation income funded by toll payers. Our financial strategy for 2022/22 to 2024/25 is in **Section 3**.

1.4. Context for the year ahead

The Broads Authority, and the Broads itself with its internationally important biodiversity and vital tourism industry, have weathered the Covid-19 (C-19) pandemic over the past two years. It has not been easy, but are optimistic that our lives can return to 'normal'.

During the pandemic we, like many others, have found new ways of working, with many of our office-based staff working from home and our field-based and frontline staff using safe distancing measures to keep maintaining our services. Broads Authority employees are trialing agile working practices, to assess how it may be possible to continue working from home for part of the week for some roles, with the prime objective of delivering our services efficiently.

One result of the pandemic is that high numbers of people came and visited the Broads, including a new audience of young people getting out on to the water for the first time, and sports such as paddle boarding seeing a rise in popularity. As we move towards this year's summer season, we can start to assess if the increased and more varied user demographic will represent longer-term change.

As the season starts, we are continuing with the package of safety measures designed last year to respond to the rise in waterways users, with a greater Ranger presence on the water, and a dedicated Senior Ranger to deal with prosecutions and compliance. This, together with our animated safety videos which have been reviewed following feedback from stakeholders and will be distributed by the hire boat companies to their customers, will hopefully make sure everyone has a safe, responsible and enjoyable visit to the Broads.

While we are optimistic that the worst of the pandemic is behind us, we must be mindful of other major issues facing the Broads: climate change, and in particular sea-level rise; the long-term decline of biodiversity; the need for the emerging agricultural support scheme to take account of our fen and grazing marshes; the competition for limited water resources; and the increased financial pressures.

All these issues require the Broads Authority to take a long view. With this in mind, we are refreshing the strategic objectives in the Broads Plan, the key strategic partnership plan for the Broads. The document has a robust framework, with a long-term vision and aims, and in this rapidly changing environment we will need to be flexible to the challenges we face.

With the Government having published its response to the Landscapes Review, a priority is to consider the opportunities the report's recommendations will bring for the management of the Broads. Members have discussed the Broads Authority response to the Landscapes Review consultation at their meeting in March 2022. This is an historic moment to influence the purpose and functioning of the Broads Authority.

There is an opportunity to 'build back better' towards a green recovery. A great deal of excellent work on this theme is already underway, which will provide a useful context for the landscape-scale management of the Broads. As always, working in partnership will be at the heart of any initiatives. The Authority owns little land itself but can work with others to support major change.

1.5. Guiding plans

The [Landscapes Review](#) (2019) sets out 27 proposals to protect and improve England's protected landscapes.

The Government published its response ([Landscapes review \(National Parks and AONBs\): government response - GOV.UK \(www.gov.uk\)](#)) to the Landscape Review in January 2022, with the following vision for protected landscapes:

‘A coherent national network of beautiful, nature-rich spaces that all parts of society can easily access and enjoy. Protected landscapes will support thriving local communities and economies, improve our public health and wellbeing, drive forward nature recovery, and build our resilience to climate change.’

The [25-year Environment Plan](#) (2018) 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, minimising waste and managing exposure to chemicals.

At a local level, the **Broads Plan** sets a long-term vision and shorter-term objectives and guides more detailed plans, programmes and policies for us and for partners working in the Broads. The current Plan was adopted in 2017 and is currently being reviewed for final adoption in 2022: www.broads-authority.gov.uk/broads-authority/how-we-work/strategy

Sitting under the Broads Plan are a number of **guiding strategies** (see Appendix 1).

2. Review of last year

2.1. Our financial position

The forecast for the end of 2021/22 reflects a more positive position than that compared to the Latest Available Budget. For core income the forecast indicates an increase of £195,000 relating to Navigation tolls, and for investment income a loss of £7,500. The impact of COVID-19 and supply shortages have meant some capital expenditure, such as vehicle replacements have been delayed until 2022/23. The increased income has help offset some of the increased costs such as rising energy costs. The consolidated deficit of £362,256 will be balanced through the National Park and Navigation reserves.

It is likely that the Authority will see an underspend in some projects which may result in budget holders submitting carry forward requests. Where this is the case, budget holders will submit carry forwards for the full Authority to consider in May.

Both reserves are forecast to remain above the minimum operating levels at the end of 2021/22. While the budgeted financial position is sustainable in the short term, the fact that National Park income has not risen in line with salary costs presents a challenge for future years.

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

2.2. Progress against work plans

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

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

The strategic priorities for 2022/23 are:

- Response to the Government’s proposals on the Landscapes Review
- Broads strategy and policy review (Broads Plan and Local Plan)
- Safety in the Broads and Hire Boat Licensing Review
- Responding to climate change (Broadland Futures Initiative and Climate Change Action Plan)
- Water, Mills and Marshes Landscape Partnership Scheme
- Nature for Climate Peatland Grant Scheme - Discovery Grant
- Farming in Protected Landscapes
- Tolls system replacement

3. Financial Strategy 2022/23–2024/25

At the time of writing, we are awaiting confirmation about our 2022/23 National Park Grant settlement. From discussions, it looks like the settlement will be for one financial year only, with possibly indicative figures for the following two years, which creates uncertainty for future years.

Our guiding principles in setting our Financial Strategy from 2022/23 are:

- A provisional 2% pay increase for staff. We have just been notified of the outcome for the 2021/22 settlement at 1.75%, compared to the provision for a 2% increase included in the budget.
- Additional Employer National Insurance for health and social care costs.
- Rising inflation may delay or reduce the scale of some of the planned projects.
- Red diesel used in plant and equipment will no longer be entitled to reduced rate of tax from 1 April 2022.
- Boat numbers will remain below 2021/22 levels.
- National Park Grant remains at 2021/22 level. This is subject to confirmation from DEFRA.
- £50,000 will be transferred from Navigation reserves annually to repay the £250,000 payment from National Park reserves.
- Maintaining the National Park reserve at 10% plus £100,000 and the Navigation reserve at 10% of net expenditure.
- While National Park income and expenditure is operating at a deficit over the next three years, this is balanced through the use of the National Park reserve in 2022/23. While the outcome of the new settlement is awaited, figures for 2023/24 onwards should be viewed with a high degree of uncertainty. Areas of additional expenditure require prudent planning to ensure they continue to be affordable, sustainable and are not overly reliant on National Park Grant.

The financial position for navigation income looks to return to a surplus position by 2024/25. The Financial Strategy takes account of a reduction in hire boat numbers; a 1% reduction in boat numbers could result in a £37,000 reduction in income. The above minimum toll increase allows for the Navigation reserve to be built up whilst maintaining the 10% minimum reserve.

Our Financial Strategy for 2022/23 – 2024/25 is published on our website: www.broads-authority.gov.uk/about-us/spending/budgets-and-financial-planning. The latest available budget for 2022/23 is at **Table 1**. Detailed Directorate budgets are in the Directorate Work Plans in **Section 4**.

Table 1

Expenditure summary 2022/23

Item by section	National Park £	Navigation £	Consolidated £
Income	(3,417,078)	(3,758,390)	(7,175,468)
Operations	1,663,813	3,027,533	4,691,346
Strategic Services	1,357,841	332,861	1,690,702
Finance & Support Services	894,213	766,562	1,660,775
Corporate items	93,638	52,962	146,600
Contributions from earmarked reserves	(377,062)	(284,408)	(661,470)
(Surplus)/Deficit	215,365	137,120	352,485

4. Directorate work plans 2022/23

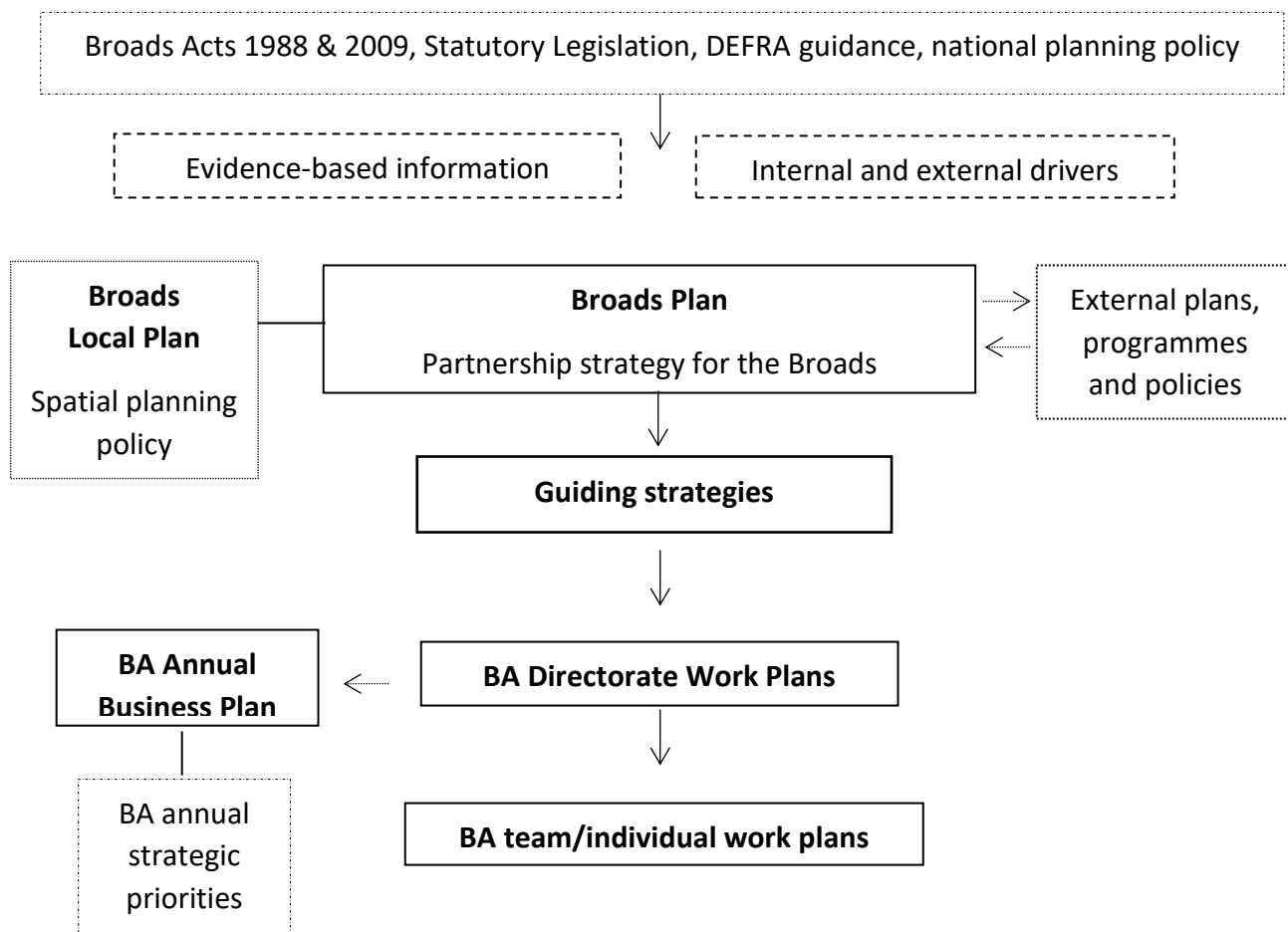
This section outlines the annual work plans for our three Directorates:

- Finance and Support Services Directorate
- Operations Directorate
- Strategic Services Directorate

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

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

Fig. 1
 'Golden thread' strategic framework



4.1. Operations Directorate

The Operations Directorate includes Construction, Maintenance & Ecology (CME), Ranger Services and the Safety Management Team.

Activity for the CME Team in 2022/23 is apportioned at 70% Navigation/30% National Park (20% conservation and 10% recreation). We regularly report on our delivery within CME and safety management to the Navigation Committee. Ranger team apportionment has been amended to 70% Navigation/30% National Park to reflect the time spent on the respective tasks. Ranger Team work plans and priorities are agreed at area level, according to local priorities.

Table 2

Operations Directorate: Work plan 2022/23 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
OD1	Lake restoration [2.1]	(BA strategic priority) After 4 years the CANAPE funded works to construct a lagoon at Chara Bay, Hickling Broad have been completed. The projects funding has finished and the monitoring and consolidation phases begin. The priority is to establish reed and reed mace during the 2022/23 growing seasons to stabilise and retain material used in construction.
OD2	Priority habitat site management [2.3, 5.5]	Implement rotational habitat management programmes on management agreement sites and Broads Authority owned land; Review expiring HLS agri-environment scheme agreements, transfer sites into new schemes and pursue new site agreements for priority habitats.
OD2	Priority habitat site management [2.3, 5.5]	Work with local reed and sedge cutters to support commercial management on Authority managed sites, including How Hill.
OD2	Priority habitat site management [2.3, 5.5]	Review National Nature Reserve (NNR) management plan for How Hill NNR and Buttle Marsh; following feasibility study into raising of water levels at Buttle Marsh for biodiversity and carbon storage benefits, scope and budget site project.
OD3	Invasive non-native species management [2.4]	Implement BA work plans to control invasive non-native species in identified priority areas and encourage management activity at catchment level (floating pennywort on River Ant a priority).
OD4	Research and monitoring for	Carry out annual water plant survey on selected broads and prioritized river stretches; produce framework to guide long-term Authority monitoring programme on fen sites.

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
	biodiversity [2.6]	
OD5	Ranger Services	Complete two adjacent waters surveys to monitor toll and BSS compliance (June/October); carry out navigation patrolling and hold pop-up safety events; Rangers to contribute information to Broads Authority social media to provide public safety and other navigational information.
OD6	Dredging and sediment disposal [3.1, 3.2]	Carry out dredging works to achieve Waterways Specification in priority areas in line with dredging programme.
OD7	Navigation water space maintenance, expansion and extension [4.1]	Liaise with Network Rail on planned works for swing bridges at Reedham), Somerleyton and Oulton. Timetable will need to be agreed between Network Rail and Greater Anglia.
OD7	Navigation water space maintenance, expansion and extension [4.1]	Work to Tripartite Agreement to 2022/23 for operation of Mutford Lock and road bridge. Provide evidence to inform feasibility study and budget plan for restoration of lock walls.
OD8	Aquatic plant cutting and tree and scrub management [4.2]	Carry out annual tree and scrub management regimes and annual regime for aquatic plant cutting in navigation channels to agreed criteria. Review and re-survey riverside tree management zones to assess past work and prioritise future regimes.
OD9	Safety and security for the navigation and boats [4.3]	Continue roll out of electronic condition monitoring; maintain and relocate mobile speed awareness electronic signage to assist navigators.
OD9	Safety and security for the navigation and boats [4.3]	(BA strategic priority) Manage and monitor safety in the Broads for all users, incl. new Ranger training, safety videos, user surveys; review Marine Accident Investigation Branch report; review new safety

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
		measures and liaise with Broads Hire Boat Federation on any additional measures.
OD9	Safety and security for the navigation and boats [4.3]	Carry out regular site checks at all Authority managed facilities and manage to agreed standards.
OD9	Safety and security for the navigation and boats [4.3]	Work with governing bodies to implement updated Hire Boat Code (Version 2: April 2021) and administer Hire Boat Licensing Scheme audits; work with Broads Hire Boat Federation, British Marine and Royal Yachting Association to ensure key safety measures are implemented.
OD10	Water, Mills and Marshes [multiple]	(BA strategic priority) Implement and report to National Lottery Heritage Fund on partnership projects to agreed revised schedules (scheme extended to 2024).
OD11	Integrated physical access network and riverside facilities [6.1, 6.2]	Carry out rolling programme of structural assessment at all BA 24-hour moorings and implement planned works, seek opportunities to bring new locations into use as mooring locations, slipways and paddle sports launch points.
OD11	Integrated physical access network and riverside facilities [6.1, 6.2]	Implement Broads Integrated Access Strategy action plan, incl. BA-led projects (also see 8.2).
OD11	Integrated physical access network and riverside facilities [6.1, 6.2]	Implement network riverside facilities annual maintenance and expansion programme to agreed schedules.
OD12	Operations administration	Provide administrative support to Directorate officers and committees/working groups.

Table 3

Operations Directorate: Expenditure 2022/23

Item by section	National Park Grant £	Navigation £	Consolidated £
Construction & Maintenance	535,407	881,963	1,417,370
Equipment, Vehicles and Vessel	219,194	511,452	730,646
Water Management	3,000	76,840	79,840
Land Management	(40,786)	0	(40,786)
Waterways & Recreation Strategy	3,000	9,000	12,000
Practical Maintenance	226,330	413,866	640,196
Ranger Services	283,641	791,259	1,074,900
Safety	38,395	84,035	122,430
Project Funding	11,011	1,089	12,100
Operational Property	99,057	133,133	232,190
Head Office	187,355	76,525	263,880
Operations Management & Admin	98,209	48,371	146,580
Total	1,663,813	3,027,533	4,691,346

4.2. Strategic Services Directorate

The Strategic Services Directorate includes Development Management, Strategy and Projects, Human Resources, Volunteer Services, Communications, Visitor Services and Education.

Table 4

Strategic Services Directorate: Work plan 2022/23 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
SD1	Strategy and project planning	(BA strategic priority) Review and update the Produce Broads Plan for adoption in 2022.
SD1	Strategy and project planning	(BA strategic priority) Coordinate and implement with partners the Nature for Climate Peatland Grant Scheme (NCPGS) Discovery project to agreed schedule.
SD1	Strategy and project planning	Update and implement Biodiversity & Water Strategy Action Plan (Broads Biodiversity Partnership).
SD1	Strategy and project planning	(BA strategic priority) Run the Farming in Protected Landscape programme and support the Broads and Norfolk Coast Land Management Board to allocate funding.
SD2	Broadland Rivers Catchment Plan [1.1, 1.2, 1.4, 2.2]	Implement small-scale local interventions and river enhancement projects across catchment.
SD3	Climate change planning incl. flood risk management [1.3, 10.1, 10.2]	(BA strategic priority) Implement next steps of the Broadland Futures Initiative programme, including the development of the modelling which is expected in 2023.
SD3	Climate change planning incl. flood risk management [1.3, 10.1, 10.2]	(BA strategic priority) Implement agreed actions in the Authority's Climate Change Action Plan.
SD4	Lake restoration, maintenance and enhancement [2.1]	Deliver and review the Horsey wetland creation project, as part of the CANAPE activities.

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
SD5	Priority species and invasive non-native species management [2.4]	Support agreed species management priority action, including mink and floating pennywort control.
SD6	Landscape-scale habitat initiatives [2.5]	Implement CANAPE project Work Package 4 to agreed schedule, incl. wetland creation project to demonstrate carbon farming.
SD7	Communications [7.1, 7.2, 7.3]	Promote Broads National Park through branding guidelines and action plan; implement Experience Interreg project to revised schedule; manage Authority's events programme, PR and media engagement, incl. support to key partnership projects. Review how the Experience outdoor exhibition space was used.
SD7	Communications [7.1, 7.2, 7.3]	Operate Authority's information centres and yacht stations to provide a high standard of service to the public.
SD7	Communications [7.1, 7.2, 7.3]	Prepare next version of the Tourism Strategy for adoption in 2023.
SD8	Education [9.4, 9.5]	Implement Education Strategy annual action plan, incl. Broads Curriculum, work placements, award schemes and Water, Mills & Marshes activities. Review of the Education Strategy in 2022.
SD8	Education [9.4, 9.5]	Prepare legacy of the Generation Green project.
SD9	Development management [8.1]	(BA strategic priority) Review of the Local Plan for the Broads for adoption in 2024 (estimated). Prepare and adopt Supplementary Planning Documents and guidance to support Local Plan policy.
SD9	Development management [8.1]	Provide high quality planning service, including determining applications to national targets, providing free pre-application advice, investigating alleged breaches of Planning & Listed Building Consent including condition and s106 monitoring, and resolving breaches of control; conduct annual Customer Satisfaction Survey.

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
SD9	Development management [8.1]	Engage with District Councils on Land Registry changes to ensure records are accurate.
SD10	Landscape Character and Historic Asset Management (5.1, 5.2)	Review and adopt Conservation Area Appraisals for Halvergate and Tunstall.
SD10	Landscape Character and Historic Asset Management (5.1, 5.2)	Implement Water, Mills and Marshes 'Land of the Windmills' programme to agreed partnership schedules.
SD10	Landscape Character and Historic Asset Management (5.1, 5.2)	Produce a Design Guide for the Broads.
SD11	Undergrounding wires programme [5.6]	Through the Steering Group, promote the implementation of undergrounding wires projects, funded by UK Power Networks.
SD12	Volunteer Service [10.2]	Implement Volunteer Strategy annual action plan, including the roll-out of modular training programme, Authority and local community project support, promotional and celebration events; recruitment of new volunteers as required.
SD12	Volunteer Service [10.2]	Review Volunteer Strategy for the Broads in 2022.
SD13	Human Resources	Provide routine HR support services to the Authority's staff, including payroll and pension management; support flexible working opportunities through HR policy and recruitment; implement Equality Working Group actions; provide support for recruitment needs, including annual intake of apprentices; review and update HR policies as appropriate.
SD14	Strategic Services administration	Provide administrative support to Directorate officers and committees/working groups.

Table 5

Strategic Services: Expenditure 2022/23

Item by section	National Park £	Navigation £	Consolidated £
Development Management	359,756	4,484	364,240
Strategy and Projects	192,269	10,231	202,500
NCPGS Discovery Grant	10,000	0	10,000
Biodiversity	11,900	0	11,900
Communications	344,994	83,710	428,704
Visitor Services	229,027	110,343	339,370
Human Resources	88,860	61,750	150,610
Volunteers	43,980	29,320	73,300
Strategic Services Management and Admin	77,055	33,023	110,078
Total	1,357,841	332,861	1,690,702

4.3. Finance and Support Services Directorate

The Finance Directorate includes the Monitoring Officer, Legal Services, Governance, Financial Services, Tolls, IT and Asset Management.

Table 6

Finance Directorate: Work plan 2022/23 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
FD1	Strategic planning and governance	Update and monitor the Authority's strategic priorities.
FD1	Strategic planning and governance	Produce Annual Governance Statement and Code of Corporate Governance; monitor and update Corporate/Directorate Risk Registers, Business Continuity Plan and staffing resilience plans.
FD1	Strategic planning and governance	Provide admin support to CEO, Chairs and Authority members, incl. servicing of committees, member training and allowances.
FD1	Strategic planning and governance	Complete review of constitutional/policy/ guidance documents (Governance); manage future meeting formats in response to other requirements such as hybrid legislation if introduced.
FD2	Financial services	Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for DLUHC/ CIPFA/ HMRC, Treasury Management; annual insurance renewal.
FD2	Financial services	Review minimum levels of reserves required for National Park and Navigation and implement any change in policy if required.
FD3	Capacity building [9.3]	Support National Park Partnerships
FD3	Capacity building [9.3]	Support the joint ambition around Net Zero with Nature
FD4	Development at key sites, asset management [8.2]	Progress partnership proposal for Hoveton Riverside Park redevelopment and project plan for Acle Bridge visitor facilities and mooring.

Ref	Work area [Broads Plan refs]	Planned priority actions 2022/23
FD4	Development at key sites, asset management [8.2]	Monitor Authority-owned assets, incl. negotiations of leases, additions and disposals; maintain assets database.
FD5	ICT	Provide ICT support service. Deliver priority projects in corporate ICT plans, including supporting those working from home, options analysis of tolls system replacement, and review and update disaster recovery plan
FD6	Tolls	Collect and process toll income and prepare potential prosecutions.

Table 7

Finance and Support Services Directorate - Expenditure 2022/23

Item by section	National Park Grant £	Navigation £	Consolidated £
Legal	70,000	26,000	96,000
Governance	168,473	82,487	250,960
Office Expenses	27,838	13,712	41,550
Chief Executive	75,682	49,558	125,240
Asset Management	73,723	72,886	146,609
Finance and Insurance	241,377	211,369	452,746
Collection of Tolls	0	193,760	193,760
ICT	237,120	116,790	353,910
Total	894,213	766,562	1,660,775

Appendix 1 – Guiding strategies

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

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

Table 8

Guiding strategies

Strategy and scope	Lead	BA contact	Status
Broads Plan Key partnership management plan for the Broads	Broads Authority	Strategy & Projects Officer	Adopted April 2017. Review date: 2022
Local Plan for the Broads Spatial planning policy used in determining planning applications within the Broads Executive Area	Broads Authority	Planning Policy Officer	Adopted May 2019. Review date: 2024 (estimated)
Broads Biodiversity & Water Strategy Implementing the Biodiversity 2020 Strategy in the Broads	Broads Biodiversity Group	Environment Policy Adviser	Adopted May 2019. 5-year action plan to 2024.
Broadland Rivers Catchment Plan Managing water quality and quantity in the catchment	Broadland Catchment Partnership	Catchment Partnership Officer	Adopted 2014. Action plan under ongoing review.
Climate Change Action Plan Reducing our carbon footprint towards net zero.	Broads Authority	Carbon Reduction Project Manager	Adopted 2019.
Education Strategy for the Broads Formal environmental education and wider outreach in the Broads	Broads Environmental Education Network	Education Officer	Adopted 2017. 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	Broads Local Access Forum	Waterways & Recreation Officer	Rolling 3-year action plan - reviewed 2020.

Strategy and scope	Lead	BA contact	Status
<p>Tourism Strategy and Destination Management Plan</p> <p>Promoting and managing tourism within the Broads and wider 'area of tourism influence'</p>	Broads Tourism	Head of Comms	Adopted 2016. 5-year action plan (extended to 2023)
<p>Volunteer Strategy for the Broads</p> <p>Promotion, recruitment, training and administration of BA Volunteer Service</p>	Broads Authority	Volunteer Coordinator	Adopted 2017. 5-year action plan in place. Review date: 2022
<p>BA Financial Strategy</p> <p>Managing the use of the BA's financial resources</p>	Broads Authority	Director of Finance	3-year rolling strategy adopted annually in January

Appendix 2 – Progress against Directorate work plans 2021/22

Key 1

Progress status in tables 9 to 11

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

Note: References to Covid-19 restrictions are noted as 'C-19'.

Table 9

Chief Executive's Group: Progress against work plan 2021/22

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
CE1	Strategic planning and governance	(BA strategic priority) Start Broads Plan review; publish 6 monthly Broad Plan progress reports.	Review underway
CE1	Strategic planning and governance	Update and monitor Annual Business Plan and BA strategic priorities.	Completed
CE1	Strategic planning and governance	Produce Annual Governance Statement and Code of Corporate Governance; monitor and update Corporate/Directorate Risk Registers, Business Continuity Plan and staffing resilience plans.	Completed
CE1	Strategic planning and governance	Provide admin support to CEO, Chairs and BA members, incl. servicing of committees, member training and allowances.	Ongoing
CE1	Strategic planning and governance	Complete review of constitutional/policy/guidance documents (Governance); manage future meeting formats in response to C-19 social distancing and other requirements.	Some progress in reviewing documents. Introduced remote meetings format

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
			for non-decision-making meetings post C-19.
CE2	Financial services	Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for MHCLG/ CIPFA/ HMRC, Treasury Management; place insurance contract for long term agreement with supplier from June 2021.	Ongoing. New insurance contract successfully tendered and savings made.
CE2	Financial services	Review minimum levels of reserves required for National Park and Navigation and implement any change in policy if required.	Not completed due to resourcing issues within Finance. Transferred to 2022/23.
CE3	Capacity building [9.3]	Support National Park Partnerships (NPP)	Awaiting decision by Defra on potential funding to support NPP
CE3	Capacity building [9.3]	Support the joint ambition around Net Zero with Nature	UK Communications Team provided support with COP.
CE4	Development at key sites, asset management [8.2]	Progress partnership proposal for Hoveton Riverside Park redevelopment and project plan for Acle Bridge visitor facilities and mooring.	Progress made with Broads Charitable Trust in developing plans for Hoveton Riverside Park. Refurbishment of toilets at Acle Bridge put on hold.

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
CE4	Development at key sites, asset management [8.2]	Monitor BA-owned assets, incl. negotiations of leases, additions and disposals; maintain assets database.	Ongoing.
CE5	ICT	Provide ICT support service. Deliver priority projects in corporate ICT plans, including supporting those working from home, options analysis of tolls system replacement, and moving to Microsoft 365 with cloud-based exchange server.	Ongoing. Move to Microsoft 365 completed.
CE6	Tolls	Collect and process toll income and prepare potential prosecutions.	Ongoing

Table 10

Operations Directorate: Progress against work plan 2021/22

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
OD1	Lake restoration [2.1]	(BA strategic priority) Implement CANAPE Work Package 3 to agreed schedule, including final phase of topping up sediment levels and planting emergent vegetation in created reedbed at Hickling Broad (scheduled from Sept 2021).	Chara Bay, Hickling lagoon creation has been completed as per the external project brief. The final phase for 2022/23 is to manage the vegetation establishment need to consolidate the geotextiles.
OD2	Priority habitat site management [2.3, 5.5]	Implement rotational habitat management programmes on management agreement sites and BA owned land; Review expiring HLS agri-environment scheme agreements, transfer	As per Fen Management Programme

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
		sites into new schemes and pursue new site agreements for priority habitats.	
OD2	Priority habitat site management [2.3, 5.5]	Work with local reed and sedge cutters to support commercial management on BA managed sites, including How Hill.	Ongoing
OD2	Priority habitat site management [2.3, 5.5]	Review NNR management plan for How Hill NNR and Buttle Marsh; following feasibility study into raising of water levels at Buttle Marsh for biodiversity and carbon storage benefits, scope and budget site project.	Completed for 2021/22
OD3	Invasive non-native species management [2.4]	Implement BA work plan to control invasive non-native species in identified priority areas and encourage management activity at catchment level (floating pennywort on R Ant a priority).	Ongoing
OD4	Research and monitoring for biodiversity [2.6]	Carry out annual water plant survey on selected broads and prioritized river stretches; produce framework to guide long-term BA monitoring programme on fen sites.	Completed
OD5	Ranger Services	Complete two adjacent waters surveys and to monitor toll and BSS compliance (June/October); Carry out navigation patrolling and hold public safety events; Develop use of social media to provide public safety and other information.	Adjacent Water checks completed and additional safety events held.
OD6	Dredging and sediment disposal [3.1, 3.2]	Carry out dredging works to achieve Waterways Specification in priority areas in line with 5-year dredging programme.	Dredging targets achieved.
OD7	Navigation water space maintenance, expansion and extension [4.1]	Liaise with Network Rail on planned works for swing bridges at Reedham, Somerleyton, Oulton. New dates in 2022 are required following agreement between Network Rail and Greater Anglia.	Continued dialogue with Network to enable bridge functions to be communicated. Contact with

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
			Network Rail swing bridge refurbishment contractor has been established.
OD7	Navigation water space maintenance, expansion and extension [4.1]	Work to Tripartite Agreement to 2022 for operation of Mutford Lock and road bridge. Provide evidence to inform feasibility study and budget plan for restoration of lock walls.	Recent review increased passage fees though the lock to £15, Tripartite agreement continues.
OD8	Aquatic plant cutting and tree and scrub management [4.2]	Carry out annual tree and scrub management regimes and annual regime for aquatic plant cutting in navigation channels to agreed criteria. Review and re-survey riverside tree management zones to assess past work and prioritise future regimes.	We have followed the bankside Clearance priority schedule as per the 5-year plan and attended to storm damaged trees obstruction navigation.
OD9	Safety and security for the navigation and boats [4.3]	Continue roll out of electronic condition monitoring; maintain and relocate mobile speed awareness electronic signage to assist navigators.	Ongoing with a new mobile speed sign being added in 2021/22
OD9	Safety and security for the navigation and boats [4.3]	(BA strategic priority) Manage and monitor safety in the Broads for all users, incl. new Ranger training, safety videos, user surveys; review Marine Accident Investigation Branch report; review new safety measures and liaise with Broads Hire Boat Federation on any additional measures.	Safety package elements have been implemented, strengthening Ranger patrols day, a new Compliance & Safety Ranger, as well as animated free to access safety videos.

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
OD9	Safety and security for the navigation and boats [4.3]	Carry out regular site checks at all BA managed facilities and manage to agreed standards.	Ongoing and as scheduled.
OD9	Safety and security for the navigation and boats [4.3]	Work with governing bodies to implement updated Hire Boat Code and administer Hire Boat Licensing Scheme audits; work with BHBF to ensure key safety measures are implemented.	New Hire Boat code published in April 2021, for implementation in January 2022. The new code will be applied to hire boat licensing from April 2022
OD10	Water, Mills and Marshes [multiple]	(BA strategic priority) Implement and report to National Lottery Heritage Fund on partnership projects to agreed revised schedules (scheme extended to 2024).	Progressing with regular update meeting with National Lottery.
OD11	Integrated physical access network and riverside facilities [6.1, 6.2]	Carry out rolling programme of structural assessment at all BA 24-hour moorings and implement planned works, incl. St Benet's; seek opportunities to bring new locations into use as slipways and canoe launch points.	Ongoing
OD11	Integrated physical access network and riverside facilities [6.1, 6.2]	Implement Broads Integrated Access Strategy action plan, incl. BA-led projects (also see 8.2).	Progressing
OD11	Integrated physical access network and riverside facilities [6.1, 6.2]	Implement network riverside facilities annual maintenance and expansion programme to agreed schedules	As Maintenance programme

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (explanatory note)
OD12	Operations administration	Provide administrative support to Directorate officers and committees/working groups.	Ongoing

Table 11

Strategic Services Directorate: Progress against work plan 2021/22

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (Explanatory note)
SD1	Strategy and project planning	(BA strategic priority) Develop and trial governance model to inform Environment Land Management (ELM) scheme reporting to Defra for Test & Trial contract.	Complete
SD1	Strategy and project planning	Run Broads Engage stakeholder events to support strategy and project planning.	Good (mostly through virtual events and online surveys)
SD1	Strategy and project planning	Update and implement Biodiversity & Water Strategy Action Plan (Broads Biodiversity Partnership).	Good
SD2	Broadland Rivers Catchment Plan [1.1, 1.2, 1.4, 2.2]	Implement small-scale local interventions and river enhancement projects across catchment.	Good
SD3	Climate change planning incl. flood risk management [1.3, 10.1, 10.2]	(BA strategic priority) Analyse outcome of Broadland Futures Initiative stakeholder engagement 2021 and use feedback to confirm next BFI steps.	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (Explanatory note)
SD3	Climate change planning incl. flood risk management [1.3, 10.1, 10.2]	(BA strategic priority) Implement agreed actions in BA Climate Change Action Plan.	Good
SD4	Lake restoration, maintenance and enhancement [2.1]	Agree and implement Water Environment Grant projects with Natural England (incl. How Hill scrapes, catch dyke hydrology monitoring).	Complete
SD5	Priority species and invasive non-native species mgt [2.4]	Support agreed species management priority action, including mink and floating pennywort control.	Good
SD6	Landscape-scale habitat initiatives [2.5]	(BA strategic priority) Implement CANAPE project Work Package 4 to agreed schedule, incl. wetland creation project to demonstrate carbon farming; farmer engagement on peat mapping and carbon store; develop permission/funding for Buttle Marsh restoration; Broads biochar business and legacy of peatland interpretation at How Hill.	Good
SD7	Communications [7.1, 7.2, 7.3]	Promote Broads National Park through branding guidelines and action plan; implement Experience Interreg project to revised schedule; manage Authority events programme, PR and media engagement, incl. support to key partnership projects.	Some progress. BA events programme severely impacted by C-19.
SD7	Communications	Run Authority information centres and yacht stations, incl.	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (Explanatory note)
	[7.1, 7.2, 7.3]	Ranworth TIC and Experience outdoor exhibition space in Norwich (summer 2021).	
SD8	Education [9.4, 9.5]	Implement Education Strategy annual action plan, incl. Broads Curriculum, work placements, award schemes and Water, Mills & Marshes activities. Prepare for Education Strategy review in 2022.	Some progress. Work placement scheme impacted by C-19.
SD8	Education [9.4, 9.5]	Implement Generation Green project plan.	Good
SD9	Development management [8.1]	Prepare and adopt Supplementary Planning Documents and guidance to support Local Plan policy. Start review of Local Plan for the Broads.	Good
SD9	Development management [8.1]	Provide planning service, including determining applications to national targets, providing free pre-app advice, investigating alleged breaches of Planning & Listed Building Consent incl. condition and s106 monitoring, and resolving breaches of control; conduct annual Customer Satisfaction Survey.	Good
SD9	Development management [8.1]	Engage with District Councils on Land Registry changes to ensure records are accurate.	Limited (no progress at District Council level).
SD10	Landscape Character and Historic Asset Management (5.1, 5.2)	Review and adopt Conservation Area Appraisals for Horning, Belaugh and Halvergate and Tunstall.	Some progress. Halvergate and Tunstall will be finalised in 22/23.

Ref	Work area [Broads Plan refs]	Planned priority actions 2021/22	Progress status (Explanatory note)
SD10	Landscape Character and Historic Asset Management (5.1, 5.2)	Implement Water, Mills and Marshes 'Land of the Windmills' programme to agreed partnership schedules.	Some progress. Some delays due to students unable to work on site due to C-19.
SD11	Undergrounding wires programme [5.6]	Through Steering Group, promote implementation of undergrounding wires projects, funded by UK Power Networks.	Limited progress
SD12	Volunteer Service [10.2]	Implement Volunteer Strategy annual action plan, incl. roll-out of modular training programme, BA and local community project support, promotional and celebration events; review volunteering pool to assess expected turnover.	Good
SD13	Human Resources	Provide routine HR support services to BA staff, incl. payroll and pension management; support flexible working opportunities through HR policy and recruitment; implement Equality Working Group actions; provide support for recruitment needs, incl. annual intake of apprentices; review and update HR policies as appropriate.	Good
SD14	Strategic Services administration	Provide administrative support to Directorate officers and committees/working groups.	Good

[End of document]

Appendix 2 – CANAPE update

Key achievements of last six months

Broads

- Completion of the Hickling Broad Project, with the final site work in January 2022. Over the life of the project, we have moved 29,000m³ of sediment into the site. Based on a C content of around 30kgCO₂e per m³ for typical Broads Dredging's, this has potentially locked up an additional 870 tonnes of Co₂e over letting the site dry out. (Figure is estimate only, not for wider publication).
- Delivery of the Horsey Estate pilot site, including a visit from the Lowland Peatland Task Force. Planting has been completed, the main ongoing challenge will be ensuring good quality growth and keeping wildfowl from eating it.

Project wide

- The Project Conference was held in Leeuwarden, NL, in October 2021.
 - 75 in person attendees
 - 100 online attendees
 - 40+ presentations (25 of which are available to view on YouTube: [Sustainable Peatlands Conference - YouTube](#))
 - Key outcomes can be viewed here: [Sustainable Peatlands: A Win For All Key Lessons Learnt and Next Steps](#)
- COP26
 - CANAPE Video presented in the COP 26 Peatland Pavillion ([Broads National Park - COP video - YouTube](#))
 - Andrea presented work on Lowland Peatland Restoration, with examples from Wet Farming Projects

Plan for next six months

- The Centre for Ecology & Hydrology will begin monitoring at Horsey as part of Greenhouse Gas Removals project, using chambers to estimate the carbon flux on the site.
- The next steering group is scheduled for the end of April, to be held in Denmark. The following event will be in the Broads, which we will begin planning soon. Discussion in Denmark will include

- The procedures for project closure
- Finalising the CANAPE Pocket Guide for farmers, which will set out an introduction to the practicalities of wetland farming
- Completing Peer Review of the Common Assessment Frameworks used to assess the ecosystem services at various sites throughout the project.

Current financial position

Partner	Total Budget	Total Spend	Remaining Budget	Remaining Budget %
Broads Authority	€ 1,509,016.00	€ 1,283,955.00	€ 225,061.00	15%
VHL	€ 515,726.00	€ 374,597.00	€ 141,129	27%
Waterschap HA	€ 1,111,556.00	€ 213,572.00	€ 897,984	81%
Naturstyelsen	€ 626,738.00	€ 454,017.00	€ 172,721	28%
Jammerbugt	€ 69,963.00	€ 27,788.00	€ 42,175	60%
Bronderslev	€ 49,978.00	€ 28,474.00	€ 21,504	43%
Pindstrup	€ 159,988.00	€ 153,927.00	€ 6,061	4%
Natuurpunt	€ 531,775.00	€ 141,125.00	€ 390,650	73%
Grenspark	€ 41,668.00	€ 18,958.00	€ 22,710	55%
RLV	€ 28,604.00	€ 7,308.00	€ 21,296	74%
Landkries Diepholz	€ 471,783.00	€ 478,427.00	-€ 6,644.00	-1%
SNLD	€ 347,289.00	€ 283,120.00	€ 64,169.00	18%
NIT	€ 76,021.00	€ 47,692.00	€ 28,329.00	37%
DVL	€ 5,000.00	€ 3,847.00	€ 1,153.00	23%

Partner	Total Budget	Total Spend	Remaining Budget	Remaining Budget %
Total	€ 5,545,105.00	€ 3,516,807.00	€ 2,028,298.00	37%

Most partners are making reasonably good progress on spending their budgets, as of 12th of July 2021. The next claim is due to start being worked in in July 2021. No claim was submitted by the Belgian partners in the last reporting round, so these partners show a disproportionately high underspend. More accurate figures will be produced when Claim 7 is submitted (covering the period to 31st December 2021).

At the PSG in November 2021 thye reallocation of funds was discussed (potentially to the Broads Authority and Landkries Deipholz). It was agreed to transfer 50,000€ from the shared costs budget to the Broads Authority budget (reducing the total shared costs budget to 300,000€).

Rather than submit a budget modification this year, it was decided to use the “Final Modification” procedure to transfer budget between partners at the end of the project. Under this procedure, a modification can be submitted ahead of the final project claim (which covers the period up to the 31st of December 2022), allowing unused budget to be transferred to budgets with an overspend.

The Broads is currently forecasting a small overspend due to more time spent dredging the Upper-Thurne than originally expected, in part due to the opportunity from favourable weather conditions. This could either be met with underspend from the shared costs budget, or from other partners underspend.

Risks/emerging issues

As the main communication event for the project has been held, most of the covid related risks are avoided, beyond the risk of incapacity of staff due to illness being raised by the background risk of infection.

The primary risk is the delivery of the two large infrastructure works in the final year (De Nol in Belgium and Zuidlaardermeer in the Netherlands), with failure to deliver resulting in not making full use of project funds.

Pictures



Aerial photograph of Chara Bay taken in November 2021, midway through reed planting on the outer edge.

Broads Authority

18 March 2022

Agenda item number 12

Risk Management Policy

Report by Senior Governance Officer

Purpose

The Authority's Risk Management Policy has been reviewed and updated.

Recommended decision

To adopt the revised Risk Management Policy.

1. Introduction

- 1.1. The Broads Authority has a Risk Management Policy setting out our rules and standards for corporate and operational risk management which is scheduled to be reviewed and updated every two years. The policy guides staff in monitoring and managing risk on a day to day basis when planning or implementing activities.
- 1.2. The policy was last reviewed and adopted by the Authority in January 2020.
- 1.3. The Management Team recently reviewed the policy and made some minor changes. These reflect the request made by the Audit and Risk Committee in September 2021 to review the Corporate Risk Register on a more frequent basis. The revised policy was subsequently reviewed and endorsed by the Audit and Risk Committee at its meeting on 8 February 2022.
- 1.4. A copy of the updated policy (with tracked changes) is attached at Appendix 1.

Author: Sara Utting

Date of report: 11 February 2022

Appendix 1 – Risk Management Policy

Risk management policy

1. Introduction

- 1.1. This document sets out the Broads Authority's rules and standards for managing strategic and operational risk, and guides staff in assessing, monitoring and managing risk on a day-to-day basis.

2. Defining risk

- 2.1. In this context, 'risk' refers to an uncertain event, or set of events, which may affect the Authority's ability to operate its business or achieve its aims and objectives. An 'uncertain event' is one that might happen, rather than one that will definitely happen or is happening already.
- 2.2. Each risk has the key dimensions of 'likelihood' and 'severity'. Likelihood is the probability the event will happen, while severity is the impact the event would have if it happened.

3. Managing risk

- 3.1. The Authority must be able to consider the risks that may threaten or affect the running of its business and delivery of its aims and objectives, and make sure it has controls and mitigation measures in place to minimise those risks.
- 3.2. The international standard for risk management (ISO 31000) sets out useful guidance on risk management, emphasising that it should be integral to all processes and for all staff. Good principles for managing risk are that:
 - It needs to be systematic, structured and timely.
 - It is based on the best available information, including historical data, stakeholder and customer feedback, forecasting and expert judgment. It should be tailored to the organisation's internal and external context and risk profile.
 - It takes human and cultural factors into account, recognising that people's capabilities, behaviours and intentions can either help or hinder the organisation's objectives.
 - It is transparent and inclusive, needing the timely and appropriate involvement of stakeholders and decision makers at each stage, and ensuring proper representation of all those affected.
 - It needs to be iterative, dynamic and responsive to change, taking account of changes in the internal and external environment.
 - It needs to demonstrate continuous improvement.

3.3. Not having risk management procedures in place could result in a failure to identify and monitor risks, or apply appropriate and proportionate mitigation measures. It is also important to bear in mind:

- Our stakeholder and public expectations that we manage risk effectively;
- the demands of legislation and external bodies, such as regulators and auditors;
- the value of risk management in making informed decisions about the effective use of capital and resources, and in reducing costly mistakes or firefighting;
- the desire to make the organisation a better and safer place to work, and for others to work with.

4. Roles and responsibilities

Audit and Risk Committee

4.1. The Audit and Risk Committee oversees the development and operation of risk management at a strategic level, and regularly reviews the Corporate Risk Register. [The Committee does not review the Directorate Risk Registers.](#)

Management Team

4.2. Management Team (MT) is responsible for monitoring and managing risk across the organisation and making sure we have effective policies and procedures in place. MT oversees the review of the Risk Management Policy and Corporate Risk Register, with support from the [Head of Senior Governance Officer](#). Any significant corporate issues relating to risk management are brought to the Audit and Risk Committee's attention.

Directors

4.3. Directors are responsible for making sure risk management is embedded into the work of their Directorates, that risk owners and all other staff are aware of its importance, and that appropriate mitigation measures are in place. Directors are also responsible for their Directorate Risk Registers, which focus on day-to-day operational activities. They will bring MT's attention to any concerns or instances where ineffective risk management is impacting on the Authority's business or the achievement of its key aims and objectives.

Risk owners

4.4. Risk owners are responsible for monitoring and managing their assigned risks on a day-to-day basis. They will review their risks [on a regular basis](#) (at least every six months, ~~or earlier where circumstances change significantly~~) and make sure the registers are updated accordingly. Risk owners will bring their Director's attention to any concerns or instances where ineffective risk management may be impacting on the Authority's business or the achievement of its key aims and objectives.

Other staff

- 4.5. Risk management is not a specialist activity or only for nominated 'risk owners'. It is a core part of everyone's job, and should be embedded throughout the organisation and its activities. A risk management assessment should be part of planning and implementing all activities, with risks identified and mitigation measures put in place.

5. Risk Registers

Types of register

- 5.1. The Authority maintains a strategic Corporate Risk Register. This is supported by operational Risk Registers for its Strategic Services Directorate, Operations Directorate and Chief Executive's Group.
- 5.2. The **Corporate Risk Register** sets out the 'across the board' risks that could threaten the Authority's core business and the way it operates. The Corporate Risk Register is maintained on the Authority's intranet.
- 5.3. **Directorate Risk Registers** identify risks that could threaten day-to-day operational activities. The Registers are maintained by each Director. Where a new risk identified within a Directorate has a revised risk score above 16 (high risk), it will automatically be referred to the Corporate Risk Register for monitoring by the Audit and Risk Committee and MT. If new mitigation measures put in place then reduce the risk's score to below 16 (moderate to low risk), the risk will be removed from the Corporate Risk Register, but retained on the Directorate register.
- 5.4. MT has overall responsibility for the registers, and risk owners are responsible for reviewing and updating their individual risks. Every risk should be reviewed before every Audit and Risk Committee meeting, at least six monthly, or earlier where there is a significant change in circumstances, with a note in the register of the date the risk was last reviewed.

Format

- 5.5. All registers have the following information:
 - Area impacted by the risk (people, finance, performance, reputation or assets)
 - Risk name and description
 - Date entered on risk register
 - Initial risk scores (likelihood and severity)
 - Tasks to mitigate the risk (controls/safeguards/precautions)
 - Revised risk scores (likelihood and severity)
 - Additional actions required
 - Risk owner (by job title)

6. Assessing risk tolerance levels

6.1. The Authority assesses risk against the matrix and scoring descriptions in Tables 1 to 4. For each risk, the dimension scores of **likelihood** and **severity** are multiplied to produce an **initial risk score**. When mitigation measures are identified, the two dimensions are scored and multiplied again to produce a **revised risk score**. This score is categorised as being a low, medium or high **level of tolerance**.

Table 1

Risk scores matrix

Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
Severity						

Table 2

Likelihood definitions

Rating	Definition	Value
Highly likely	The event is expected to occur	5
Probable	The event will probably occur	4
Possible	The event may occur at some time	3
Unlikely	The event is not expected to occur in normal circumstances	2
Rare	The event may occur only in exceptional circumstances	1

Table 3

Severity definitions

Schedule	Cost	Performance and quality	Value
<2 weeks delay	<1% of budget	Cosmetic impact only	1 Insignificant
2 weeks to 1 month's delay	1%-<2%	Some minor elements of objectives affected	2 Minor
1 month to <2 months delay	2%-<8%	Significant areas of some objectives affected	3 Moderate
2 months to <4 months delay	8%-<12%	Wide area impact on some objectives	4 Major

Schedule	Cost	Performance and quality	Value
>4 months delay	>12% of budget	Significant failure resulting in the project not meeting its objectives	5 Extreme

Table 4

Risk level tolerance

Total score	Risk treatment
High 16-25 Red risk	Risks are so significant that risk treatment is mandatory
Medium 6-15 Amber risk	Risks require a cost benefit analysis to determine the most appropriate treatment
Low 1-5 Green risk	Risks can be regarded as negligible, or so small that no risk treatment is required

- 6.2. When a potential new action or objective is assessed for risk, MT will review the revised risk score suggested by the risk owner to make sure it is robust and reasonable.
- 6.3. Where a risk score is above the tolerance level of 16 (high risk), the Chief Executive will immediately bring the risk to the attention of the Chairman of the Authority and the Chairman of the Audit and Risk Committee.

7. Risk management tools

Risk identification

- 7.1. Identifying a new risk can happen at any time, but is most likely:
- when the Authority takes on a new responsibility, scheme or project;
 - as a result of an unforeseen incident or event; or
 - as part of the annual review of risks by MT or Directorate teams.
- 7.2. A number of tools can help with risk identification, including those outlined below.
- PESTLE looks at factors outside the organisation that can influence it, and stands for:
- Political – government policy and stability
 - Economic – employment rates, material costs and interest/exchange rates
 - Social – demographics, cultural trends and changes in lifestyle
 - Technology – innovation and development
 - Legal – employment, health and safety legislation and regulations
 - Environmental – climate, carbon footprint, sustainability, recycling, waste disposal

APRICOT looks at factors within the organisation that may be affected, and stands for:

- Assets – land, buildings, contents, materials and equipment
- People – safe working systems, health and welfare
- Reputation – poor media coverage, political embarrassment
- Information – IT failures
- Continuity of Operations – failure to deliver or poor service
- Targets – failure to meet strategic objectives and achieve value for money

Risk mitigation

- 7.3. Once a risk is identified, mitigation measures need to be considered. Initially, this can be defined simply as 'tolerate, transfer, treat or terminate'.
- 7.4. A new risk should be reported to the appropriate Director as soon as possible by any officer so it can be entered in the relevant Directorate Risk Register. The Director will then assess whether the risk should be entered in the Corporate Risk Register.
- 7.5. When a new corporate risk is identified, MT will assess the mitigating measures in place or proposed, and whether these will manage the risk to 'as low as reasonably practicable'. This process looks at whether the likelihood and severity of the risk is addressed adequately, and whether the Authority needs to enter into the risk, assuming it is optional, bearing in mind how the activity itself will further the Authority's objectives and the level of risk associated with it.

8. Review timetable

- 8.1. In addition to the regular review by risk owners, MT will review the Corporate Risk Register ~~every six months~~regularly to consider whether:
 - the identified risks are appropriate and up-to-date
 - the actions and controls in place are adequate and appropriate
 - the revised risk score is appropriate
 - any additional action is needed to help mitigate the risk
 - any new risks should be added to the Register, either for new activities or for existing activities where the risk level may have increased.
- 8.2. The Corporate Risk Register will be reviewed ~~by~~ at every meeting of the Audit and Risk Committee ~~twice a year~~. Where a risk score has increased, the reasons for the change will be set out.

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Policy updated: January 202~~0~~20
Next update due: January 202~~4~~4

Contact officer: ~~Head of Governance~~ Director of Finance Senior Governance Officer

Broads Authority

18 March 2022

Agenda item number 13

Filby, Rollesby and Winterton Neighbourhood Plans - adoption

Report by Planning Policy Officer

Summary

The Filby, Rollesby and Winterton Neighbourhood Plans (three separate neighbourhood plans) have been examined. The Examiner made some changes to the Plans. The Plans were each subject to referenda on 24 February and more than 50% voted in favour of each of the Plans.

Recommendation

To make/adopt the Filby, Rollesby and Winterton Neighbourhood Plans.

1. Introduction

- 1.1. The submission of Filby and Rollesby Neighbourhood Plans was approved by the Broads Authority's Planning Committee in January 2021, and the submission of the Winterton-on-Sea Neighbourhood Plan was approved in March 2021. This was followed by a statutory consultation period (10 weeks from Friday 2 April to Friday 11 June 2021, for Filby and Rollesby Neighbourhood Plans; and 8 weeks from Friday 21 May to Friday 16 July 2021 for Winterton-on-Sea Neighbourhood Plan). During this period, the Plans and their supporting documents were available to the public and consultation bodies online at [Great Yarmouth Borough Council – neighbourhood planning](#).
- 1.2. During the publication period, representations were received from numerous different organisations/individuals. The representations may be viewed via the following links:
 - <https://www.great-yarmouth.gov.uk/media/6498/FILS1---Representations-on-the-Filby-Neighbourhood-Plan/pdf/FILS1 - Representations at Regulation 16.pdf>
 - <https://www.great-yarmouth.gov.uk/media/6499/ROLS1---Representations-on-the-Rollesby-Neighbourhood-Plan/pdf/ROLS1 - Representations at Regulation 16.pdf>
 - <https://www.great-yarmouth.gov.uk/media/6500/WINS1---Representations-on-the-Winterton-on-sea-Neighbourhood-Plan/pdf/WINS1 - Representations at Regulation 16.pdf>

- 1.3. These representations were submitted, along with the relevant Neighbourhood Plans and supporting information, to the independent Examiner, Ann Skippers. The examinations were conducted via written representations during October/November 2021. The Examiner decided that public hearings would not be required.
- 1.4. Legislation directs that an Examiner considers whether:
 - a) the draft plan meets the [basic conditions of a Neighbourhood Development Plan](#);
 - b) the draft plan complies with the definition of a Neighbourhood Development Plan and the provisions that can be made by such a plan;
 - c) the area for referendum should extend beyond the neighbourhood area; and
 - d) the draft plan is compatible with the Convention rights.

2. The Examiner's Reports

- 2.1. All three reports concluded that, subject to amendments (as set out in the report), the Plan under examination can proceed to referendum. The Examiner also concluded that the area of the referendum does not need to be extended beyond the three Neighbourhood Areas. The changes proposed by the Examiner seem reasonable and are useful. The three reports are here:
 - [Filby Neighbourhood Plan Examiner's Report](#)
 - [Rollesby Neighbourhood Plan Examiner's Report](#)
 - [Winterton Neighbourhood Plan Examiner's Report](#)

3. Referendum

- 3.1. The referenda for the three Neighbourhood Plans were held on 24 February. For all three Neighbourhood Plans, more than 50% voted in favour of each of the Plans. It is therefore recommended that the three Neighbourhood Plans for Filby, Rollesby and Winterton be made/adopted by the Broads Authority.

4. Next steps

- 4.1. If both the Broads Authority and Great Yarmouth Borough Council make/adopt the three Neighbourhood Plans, they become part of the Development Plan for the area. The policies have the same weight as Local Plan policies when making decisions.

Author: Natalie Beal

Date of report: 02 March 2022

Broads Authority

18 March 2022

Agenda item number 14

Committee calendar 2022/2023

Report by Governance Officer

Purpose

To consider the committee calendar for the Broads Authority meetings for the period August 2022 to July 2023, to take account of the deadline for the preparation and approval of accounts.

Recommended decision

To approve the committee calendar in Appendix 1, subject to consultation with the Navigation Committee.

1. 2022/2023 calendar

- 1.1. At this time of year, members consider the proposed calendar of meetings for the following committee year. This report sets out a draft committee calendar for 2022/23, as attached at Appendix 1. Meetings are already set until and including July 2022.
- 1.2. The new calendar runs until the annual meeting in July 2023. It takes account of the dates for public holidays and financial regulations, including approval of the Statement of Accounts. However, it should be noted that the Authority is also reliant on the ability of the external auditors to carry out their task.
- 1.3. The draft calendar takes account of the particular factors relating to each committee to facilitate meetings of the Broads Authority (4 main meetings plus 2 meetings with workshop/site visit), Planning Committee (13) plus provisional Planning Committee site visits, Navigation Committee (5), Audit and Risk Committee (3), and Broads Local Access Forum (4). The need to schedule a Planning Committee every four weeks, and to schedule a meeting of the Authority to consider the end of year accounts and the appointment of the Chair and Vice-Chair and members to committees, provides a rhythm with which the other meeting dates need to conform. The meeting dates are set to enable comments on matters to be incorporated into reports to the Authority. The Navigation Committee will have the opportunity to review the dates at its April meeting.
- 1.4. Appendix 1 does not show dates for the three Reference Groups, as the Tolls Review Group has been replaced by an annual briefing to which all Members are invited. The

Chairs Group meets as and when required. The Heritage Asset Review Group is now open to all Broads Authority members and meets 4 times a year; the dates for 2022/23 are as follows: 9 Sep 2022, 16 Dec 2022, 10 Mar 2023, 16 Jun 2023.

2. Meeting location

- 2.1. Whilst some committee meetings have been held off site, it is intended that they will all return to the Broads Authority offices, Yare House, and the Dockyard for Navigation Committee meetings. There is also the option for the Navigation Committee and Audit and Risk Committee to meet remotely, subject to consultation with the Chairs of those committees. This was resolved by members at the 19 November 2021 Broads Authority meeting.

3. Statement of accounts deadline

- 3.1. In March 2021 new regulations extended the 2020/21 deadline for the preparation and publishing of audited local authority accounts to 31 July and 30 September respectively. Due to the backlog of delayed 2020/21 audits and other pressures, the Department for Levelling Up, Housing and Communities (previously the Ministry of Housing, Communities and Local Government) has introduced secondary legislation to extend the deadline for publishing accounts to 30 November 2022 for the 2021/22 accounts.
- 3.2. The 2022/23 meeting dates for the Audit and Risk Committee include a November meeting to coincide with the revised audit deadline date. This is scheduled for 15 November 2022; the statement of accounts would subsequently be presented for approval and adoption by the Broads Authority at the 18 November 2022 meeting.
- 3.3. Subject to consultation, the Department for Levelling Up, Housing and Communities intend the deadline for the preparation of accounts to revert to 31 May for the 2022/23 accounts and onwards. Timelines may change in the future and will be reported to members at the earliest opportunity.

4. Member development training days

- 4.1. In line with the financial timetable, the member training on Finance and the Statement of Accounts is scheduled on 20 July 2022 and 18 July 2023, prior to the Annual Meeting on 29 July 2022 and 28 July 2023.
- 4.2. The Annual Site Visit for all Members is scheduled for 7 July. Two annual training days for members of the Planning Committee (to which all Broads Authority members are invited) are scheduled in October/November and March/April. These will follow a committee meeting. A Planning Design Tour is also scheduled on a two-yearly basis. The next was due to be held in 2021, however was delayed due to the pandemic. A date for the rescheduled tour is to be confirmed.

5. Conclusion

- 5.1. Members are asked to approve the 2022/23 Committee calendar at Appendix 1. It should be noted that meeting dates and times may be subject to change. The Navigation Committee will be consulted on the proposed Navigation Committee dates for 2022/23 at the 14 April 2022 meeting.

Author: Sarah Mullarney

Date of report: 03 March 2022

Appendix 1 – Committee calendar 2022/2023

Appendix 1 - Broads Authority committee calendar 2022/2023

Committee meetings	Day	Time	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023
Audit and Risk Committee	Tue	10am	26				15				14				25
Broads Authority (*BA business/member workshop/site visit)	Fri	10am	29		23*		18		27		17*		12		28
Member annual site visit	Thu		7												6
Broads Local Access Forum	Wed	10am		31			30				8			7	
Navigation Committee	Thu	10am			1	20			12			13		8	
Planning Committee	Fri	10am	22	19	16	14	11	9	6	3	3 31	28	26	23	21
Planning Committee site visit (provisional dates if required)	Fri	10am	1		2 30	28	25		20	17		14		9	7
Bank holidays				29				26 27	2			7 10	1 29		