

Broads Authority

Agenda 19 September 2025

10.00am

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

John Packman, Chief Executive – Friday, 12 September 2025

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

Introduction

1. To receive apologies for absence
2. Chairman's announcements and introduction to public speaking
Please note that public speaking is in operation with the Authority's [Public participation at meetings scheme](#)
3. Introduction of members and declarations of interest (see [Appendix 1](#) to the Agenda for guidance on your participation having declared an interest in the relevant agenda item)
4. To note whether any items have been proposed as matters of urgent business
5. Public question time – to receive questions raised by members of the public
6. **To receive and confirm the minutes of the Broads Authority meeting held on 25 July 2025** (Pages 5 - 23)
7. **Summary of actions and outstanding issues following decisions at previous meetings – to note the schedule** (Pages 24 - 29)

Strategy and policy

8. **Strategic priorities – update** (Pages 30 - 37)
Report by Chief Executive
9. **Financial performance and direction** (Pages 38 - 56)
Report by Director of Resources
10. **Local Nature Recovery Strategy final draft** (Pages 57 - 64)
Report by Environment Policy Adviser

11. **Protected Landscapes Targets and Outcomes Framework** (Pages 65 - 76)
Report by Sustainability Manager
12. **National Park Capital Programme 2025/26 - update** (Pages 77 - 80)
Report by Chief Executive
13. **Boat Safety Scheme – compliance** (Pages 81 - 86)
Report by Chief Executive and Head of IT and Collector of Tolls

Governance

14. **Code of Conduct Update on Member Volunteering** (Pages 87 - 104)
Report by Head of Governance
15. **Update of Constitutional documents** (Pages 105 - 157)
Report by Governance Officer

Reports for information

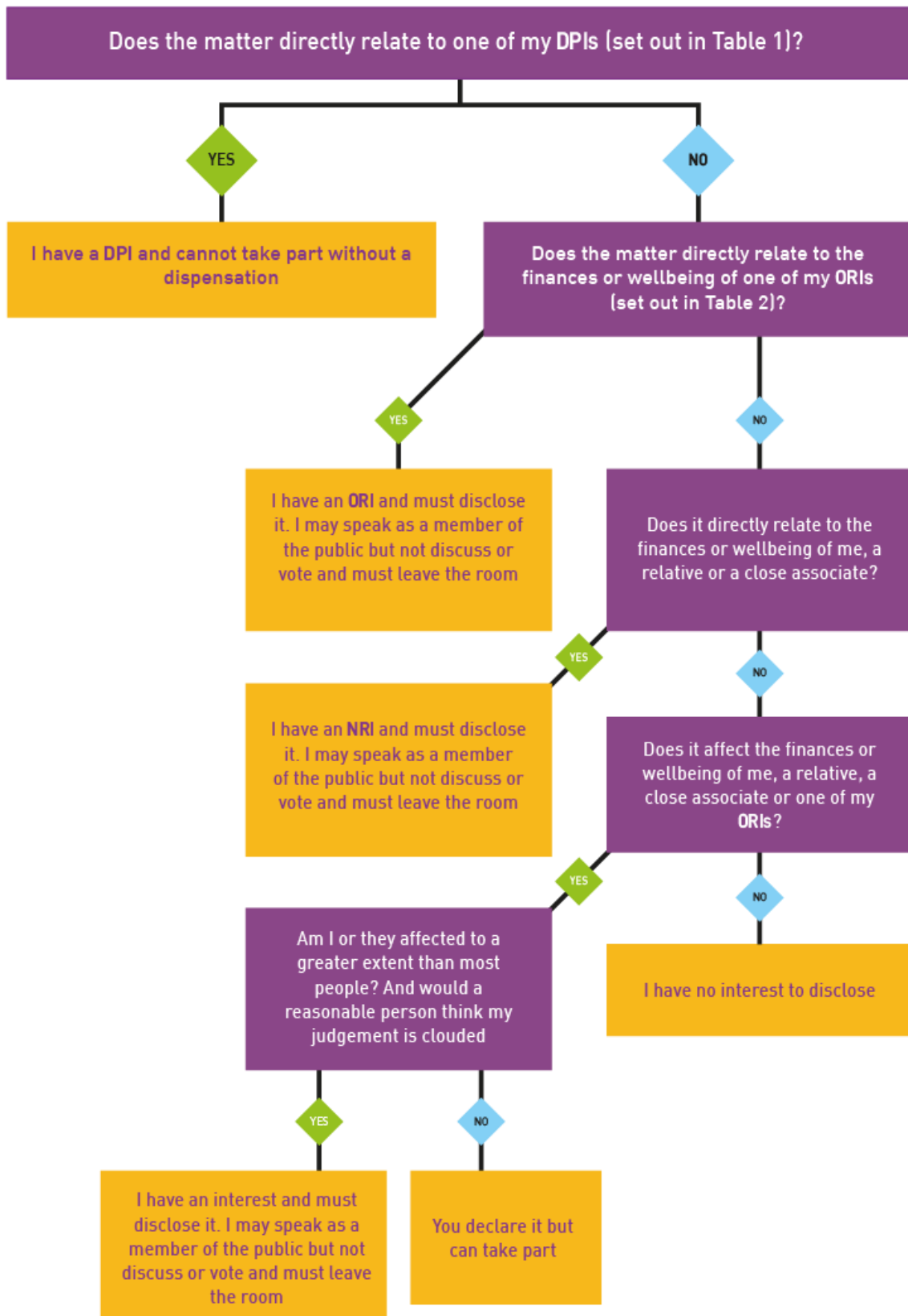
16. The Port Marine Safety Code: To consider any items of business raised by the designated person in respect of the Port Marine Safety Code

Minutes to be received

17. To receive the minutes of the following meetings:
 - 4 June 2025 – Broads Local Access Forum
 - 18 July 2025 - Planning Committee
18. Other items of business
Items of business which the chairman decides should be considered as a matter of urgency pursuant to section 100B (4)(b) of the Local Government Act 1972
19. To answer any formal questions of which due notice has been given
20. To note the date of the next meeting/workshop – **Friday 28 November 2025** at 10.00am at the Club 101, Norwich City Football Club, Carrow Road, NR1 1JE
21. Exclusion of the public
The Authority is asked to consider exclusion of the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by Paragraphs 1, 2, 3, and 4 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.
22. **Update to the Grant Settlement** (Pages 158 - 161)
Report by Chief Executive
23. **Approval of legal costs** (Pages 162 - 189)
Report by Development Manager

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

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



Broads Authority

Minutes of the meeting held on 25 July 2025

Contents

1.	Welcome and apologies	3
	Openness of Local Government Bodies Regulations 2014	3
	Apologies	3
2.	Appointment of Chair	3
3.	Appointment of Vice-Chair to the Broads Authority	3
4.	Chairman’s announcements	3
5.	Introduction of members and declarations of interest	4
6.	Items of urgent business	4
7.	Public question time	4
8.	Minutes of last meeting	4
9.	Summary of actions and outstanding issues	5
10.	Strategic priorities – update	5
11.	Annual Governance Statement 2024/25 and Code of Corporate Governance 2025	6
12.	Draft Statement of Accounts 2024/25	6
13.	Endorsing the Local Plan for Consultation	8
14.	Adopting/making the Carlton Colville Neighbourhood Plan	9
15.	Adopting/making the Postwick with Witton Neighbourhood Plan	9
16.	Endorsing the updated Norfolk Strategy Planning Framework	10
17.	Risk Management Policy	10
18.	Update on the progress of the response to the grant settlement	11
19.	National Park Capital Programme 2025/26	12
20.	Appointment of Chief Executive	13
21.	Appointment of a Monitoring Officer	14
22.	Committee membership and member appointments 2025/26	15

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

23. Items of business raised by the Designated Person in respect of the Port Marine Safety Code 16	
24. Broads Local Access Forum Annual Report 2024/25	16
25. Report on outside bodies – Whitlingham Charitable Trust 2024/25	17
26. Minutes to be received	17
27. Other items of business	17
28. Formal questions	18
29. Date of next meeting	18
30. Exclusion of the public	18
31. Exempt minutes of last meeting	18
32. Purchase of land - update	18

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Present

Harry Blathwayt – in the Chair, Peter Dixon, Andrée Gee, Alan Goodchild, Tony Grayling, James Harvey, Martyn Hooton, Tim Jickells, Siân Limpenny, Gurpreet Padda, Matthew Shardlow, Vic Thomson, Fran Whymark.

In attendance

John Packman – Chief Executive, Natalie Beal – Planning Policy Officer (items 13 – 16), Emma Krelle – Director of Finance, Rob Rogers – Director of Operations, Lorraine Taylor – Governance Officer, and Marie-Pierre Tighe – Director of Strategic Services.

1. Welcome and apologies

The Chair welcomed everyone to the meeting.

Openness of Local Government Bodies Regulations 2014

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

Apologies were received from Stephen Bolt and Tristram Hilborn

2. Appointment of Chair

Harry Blathwayt was proposed by Siân Limpenny and seconded by Tim Jickells.

There being no other nominations Harry Blathwayt was appointed Chair of the Authority for the forthcoming year 2025/26.

Harry Blathwayt took the Chair.

The Chair thanked the Members.

3. Appointment of Vice-Chair to the Broads Authority

Tristram Hilborn was proposed by Siân Limpenny, seconded by Tony Grayling.

There being no other nominations Tristram Hilborn was appointed Vice-Chair of the Authority for the forthcoming year 2025/26.

4. Chairman's announcements

Melanie Vigo di Gallidoro

The Chair said that he had hoped that Melanie would be at the meeting, but sadly she was unable to attend. Everything that Melanie had done for the Broads Authority, and it had been

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a lot, had been done with love. Her kindness had shone through in everything she did. The Chair said that he was very lucky to have followed her as Chair of HARG and he learned then that he was not close to being as effective or efficient. He then followed her as the Chair of the Planning Committee and again he learned what a great job Melanie had done. The Chair said that he would miss Melanie terribly and he thanked Suffolk County Council for having Melanie as their representative on the Broads Authority.

James Reeder

The Chair welcomed James Reeder to the Broads Authority as the Suffolk County Council appointee.

James said that Melanie, as everyone knew, had a tremendous passion for the Broads Authority and was delighted to be a member. Today, he should be at a Suffolk County Council meeting, but the Broads Authority would always take precedence for Melanie and would for himself where possible. He thanked the Chair for his words for Melanie and he would pass them back.

Marie-Pierre Tighe

The Chair said that the Authority was saying 'Au revoir' to Marie-Pierre who was sadly leaving the Authority after eight years for pastures new. The Chair presented Marie-Pierre with some flowers with thanks and said that he would miss her greatly. Marie-Pierre had led the work on the Broads Future Initiative which was probably the most important item of business in Broadland and without Marie-Pierre it would not have progressed in these very thick, muddy waters as it had, with her clarity of thought which had been exemplary and for that, the Chair would miss her terribly.

A Member said that he was on the interview panel when Marie-Pierre was appointed. The panel knew then that she would be a wonderful member of the team and she had been and added that it had been an absolute pleasure to work with her. The Member said that she had done a great job for the Authority and thanked her.

5. Introduction of members and declarations of interest

Members indicated they had no further declarations of interest other than those already registered.

6. Items of urgent business

There were no items of urgent business.

7. Public question time

No public questions had been received.

8. Minutes of last meeting

The minutes of the meeting held on 09 May 2025 were approved as a correct record and signed by the Chair.

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9. Summary of actions and outstanding issues

Members received the latest summary of actions and outstanding issues following decisions at previous meetings.

The report was noted.

10. Strategic priorities – update

Members received the report of the Head of Governance. The Chief Executive (CE) said that all priorities were on track.

A Member said that previously they had talked about access for disadvantaged groups which was always an issue for National Parks and asked whether there were any plans for reaching out to such groups. The CE said that at Hoveton Riverside Park the electric boat, the Ra, was able to take wheelchairs and the Authority had been updating the boardwalks which was an important part of providing access.

The Director of Operations (DO) said that the Authority had got some money from Defra for Access for All and the improvements to Hoveton Riverside Park was completed in the first tranche and was now looking at what work could be done within the second tranche.

A Member said that he thought of access for all not just in terms of physical disability, but for the socio-economic disadvantaged as well and thought the Authority should think about those issues alongside the good work that had already been carried out on physical access. The CE said that the Authority's Education Officer had done some good work with more deprived schools in Norfolk and Suffolk and it was something that the Authority was very conscious of and was trying to achieve within the resources available.

The Member said that from Norfolk County Council's point of view there was a lot going on with access for all including the Walking, Wheeling and Cycling Strategy as well as the footpath trails. The Chair said that the Norfolk Coast National Landscape, with assistance from Norfolk County Council, had done a lot of good work on that and suggested that the Authority liaised with them to see if there was a way they could work together.

A Member said that there had been money available from the National Parks Foundation for access issues across all National Parks and asked if the Authority had been successful in getting any of this money, and if not the Authority should try again as there was still some funding left. The CE noted that.

A Member asked whether Members would be invited to attend the partnership workshops as detailed in strategic priority 4, 'Bring significant external funding to deliver Broads Plan objectives'. The CE said that it had not got to the planning stage of this yet, however, members would be very welcome.

The report was noted.

11. Annual Governance Statement 2024/25 and Code of Corporate Governance 2025

Members received the report of the Head of Governance. The Director of Finance (DF) said that the report was the annual review of the governance arrangements of the Authority and was a key document which was linked to the Draft Statement of Accounts and was reviewed by external auditors. If Members approved the Annual Governance Statement, the link in the Draft Statement of Accounts would be updated.

The Head of Internal Audit's Annual Opinion formed part of the review which was set out on page 44 of the papers. The opinion was 'reasonable' which was good. Appendix 1(a) of the report sets out the improvements for 2025/26 and Appendix 1(b) provided an update against targets for 2024/25.

The Risk, Audit and Governance Committee reviewed the Annual Governance Statement at its meeting on 23 July and had no further amendments to recommend to the Board.

Tony Grayling proposed, seconded by Andrée Gee.

It was resolved unanimously to approve the Annual Governance Statement 2024/25 and note that the Authority's systems of governance and internal control were considered to be adequate and effective.

12. Draft Statement of Accounts 2024/25

Members received the report of the Director of Finance (DF). The DF said that report provided an update on the Draft Statement of Accounts and audit. The most significant change to the Statement of Accounts from last year was IFRS16, an International Financial Reporting Standard related to leases. This was a significant change compared to the 2023/24 accounts as it was now a requirement to recognise on the balance sheet the Authority's right to use an asset, but also the liability associated with lease payments for future years. In addition, peppercorn leases that had not previously been recognised on the balance sheet were now included. Members would see that within the comprehensive income and expenditure statement, in order to get them on the balance sheet, they were treated as a donated asset.

Since the last report to Members in May, the surplus had increased due to the accounting treatment of the Yare House rent. Under the old lease the Authority received a rent-free period which was accounted for over the lifetime of the lease and this ended in 2024. This released some money back into the income and expenditure statement as set out in paragraph 1.1 of the report.

Table 1 of the report showed the final outturn of £585,000 surplus across the Directorates at summary level. Table 2 provided the year-end adjustments and table 3 detailed what areas those adjustments fell in. The second column of table 3 there was an adjustment of £341,000 which was made up of pension adjustments that was carried out as a result of receiving the report of -£38,000 and £379,000 capital depreciation and revaluations. Members were referred to column 3 and the adjustments of £3,476,000 which moved interest and the grant

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income out of cost of services line to the taxation and financing lines in the Comprehensive Income and Expenditure Statement. £517,000 was the transfer of capital items to the balance sheet including debt repayment.

The external auditors, EY, attended the Risk, Audit and Governance (RAG) Committee on 23 July and the audit had started. If there were no problems, EY hoped to sign off the Statement of Accounts at the November RAG meeting. Also discussed at the RAG meeting was the possibility of moving from a disclaimed opinion to a modified opinion if they were able to rebuild some of the opening balances that they did not have an assurance about because there was no audit for 2022/23. The audit results, which would go to RAG in November would highlight any findings and what steps had been taken to help rebuild their assurances on balances that they had not been able to audit in the past.

The DF said that the Draft Statement of Accounts might change when the final version was produced and probably the biggest figure that might change would be pension figures as the pension fund was also being audited at the same time. When the Authority's figures were included in the accounts draft assumptions were made around the March contributions, however, by time they issued the final report, they would have these confirmed.

A Member said that the Authority should hold EY to account in terms of getting sign-off in November and push hard to get the situation on the disclaimed opinion rectified. The DF said that the backstop legislation included a deadline for getting 2024/25 Statement of Accounts signed off by 27 February 2026, so the fact that they were working towards November was positive. The DF said that there was one caveat in that this would be the first time IFRS16/IFRS16 had been adopted in the accounts so no doubt EY would want to do some really detailed work about how that had been interpreted.

The Chief Executive (CE) said that at the RAG meeting, EY made the point that the Broads Authority was in a much better position than many local authorities and this was one of the reasons why they were able to push ahead and why they thought they would be able to get the Authority out of a disclaimed opinion to a modified opinion.

A Member commented that the change in the pension valuation was enormous and asked why it had changed so much since the last time. The DF said that the figures in the accounts was the assessment at a point in time. A lot depended on what was going on in the world along with other factors and historically it had gone from liability to asset every other year. This did not change the Authority's contributions. However, as part of EY's audit, this figure might change which was why the DF highlighted that there was a risk that the draft figures would change. The DF said that the pension fund was valued every three years and it had just had its valuation and they were now in the process of finalising the results, but it did look positive. Assets had performed better over the last three years which hopefully meant that a lot of local authorities would see their contribution rates drop from the three years from 2026/27.

Report was noted.

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13. Endorsing the Local Plan for Consultation

Members received the report of the Planning Policy Officer (PPO). The PPO provided an overview of the report and said that this was the third and final stage of consultation before the Local Plan was submitted to the Planning Inspector for examination. The Local Plan was meant to come to Broads Authority in November 2024, but the Government released a new NPPF. Since that time, updates had been made to reflect, for example, the Environment Agency's update to flood risk data and air quality information from Defra.

Included within the paper was the Habitat Regulations Assessment and Sustainability Appraisal which was reflected in the Local Plan.

The aim was to run the consultation for nine weeks rather than the six-week minimum to reflect that it would run over the school holidays and would hold three drop-in sessions during September.

The Chair of the Planning Committee said that this was a big and important document and would decide how planning applications were handled over the next five years. It had been produced in a time of flux for central government and added that time was key as the Authority was trying to submit the Local Plan within the deadline under previous rules and if this was not achieved, the Local Plan would need to be rewritten to meet new requirements – it would not change the content, but would mean a change to the layout and how it is produced. He added that he hoped that Members would be able to approve the document for consultation as well as the fallback position of delegating authority as detailed in the recommendation. For those not on the Planning Committee he could assure Members that this document had been looked at with some skill and in depth over the last two years. He thanked the PPO for her hard work on the document and how she had brought to the Planning Committee in bite-sized pieces which enabled debate in considerable detail.

A Member said that when any new Mayor was appointed, they would have strategic authority over planning. A Member replied that although this was true, the Authority's Local Plan would exist and any Mayor would have to work with it.

The Chair thanked the PPO and the Planning Team for all the work that had gone into producing the Local Plan. The Chair also thanked every Member of the Planning Committee who worked on this with commendable concentration, the meetings were not short and added that he was in awe of everybody's contributions.

Tim Jickells proposed, seconded by Alan Goodchild.

It was resolved unanimously to endorse:

- a) The Local Plan, Sustainability Appraisal and Habitats Regulation Assessment for public consultation;**
- b) The proposed approach to consultation;**
- c) Any minor changes or amendments be delegated to the Head of Planning and Director of Delivery; and**

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- d) **The fallback position, if required, of delegating authority for submitting the Local Plan to the Planning Inspectorate to the Chief Executive, in consultation with the Chair of Broads Authority and Chair of Planning Committee.**

14. Adopting/making the Carlton Colville Neighbourhood Plan

Members received the report of the Planning Policy Officer (PPO). The PPO said that this had been through its various stages, however, this was slightly different from other Neighbourhood Plans as the Neighbourhood Planning Group, East Suffolk Council and the Broads Authority were not entirely happy with the Examiner's proposed changes and there was due process if that happened. It was therefore consulted again within the confines of the regulations and the relevant parties were now happy. The PPO said that the Planning Committee endorsed the Plan at its meeting in May.

Andrée Gee proposed, seconded by James Reeder.

It was resolved unanimously to make/adopt the Carlton Colville Neighbourhood Plan.

15. Adopting/making the Postwick with Witton Neighbourhood Plan

Members received the report of the Planning Policy Officer (PPO). The PPO said that the Plan had not been to referendum at the time of the Broads Authority meeting. This was because the Neighbourhood Planning Group would like the Plan to be adopted as soon as possible so that they could benefit from the uplift in the Community Infrastructure Levy because there was a large development planned for the Parish. The referendum was to be held later August 2025. The PPO had worked with the Head of Governance to bring a recommendation to the Members that they adopt/make the Plan subject to the Plan passing a referendum. A report was considered by the Planning Committee on 18 July and it recommended that the Broads Authority make/adopt the Plan. Members from Broadland Council added that the evening before this Broads Authority meeting, the Council had made/adopted the Plan also subject to the referendum result.

Fran Whymark proposed, seconded by James Harvey.

It was resolved unanimously to:

- **Adopt/make the Postwick with Witton Neighbourhood Plan.**
- **Note that the adopting/making of the plan was subject to the Parish Council Referendum and Broadland and South Norfolk Councils adopting/making the Plan.**
- **Delegate any final changes to the Chief Executive in consultation with the Chair of Planning Committee prior to publishing.**

16. Endorsing the updated Norfolk Strategy Planning Framework

Members received the report of the Planning Policy Officer (PPO). The PPO said that this was version four of the Norfolk Strategy Planning Framework and added that this was an important document for the Broads Authority and across the whole of Norfolk as it sets out how local planning authorities in Norfolk co-operate on strategy, cross-boundary issues.

The PPO referred Members to Summary of Formal Agreements within the Statement of Common Ground and particularly Agreements 10 and 11. Despite three calls for sites the Authority had not allocated any new dwellings in the Local Plan and so those agreements are particularly important. The PPO said that the Planning Committee endorsed the document for adoption by the Broads Authority at its meeting on 18 July.

The Chair of the Planning Committee said that this was an important document for the Broads Authority and provided a broad overview of strategy. Noting what a Member said earlier, this arrangement might change after the local government reorganisation.

Tim Jickells proposed, seconded by Gurpreet Padda.

It was resolved unanimously to endorse the updated Norfolk Strategic Planning Framework.

17. Risk Management Policy

Members received the report of the Head of Governance. The Director of Finance (DF) that the Risk Management Policy was considered at the Risk Audit and Governance (RAG) Committee meeting on Wednesday 23 July. There had been a few changes to the policy following the internal audit in February 2025 and the revised version in front of Members incorporated the recommendations from that audit which were presented in tracked changes. For the first time, the policy now included a Risk Appetite Statement as set out in appendix 2. As this was the first time the Authority had had a risk appetite, Members would see that the appetite was 'minimal', but the Head of Internal Audit who was in attendance at the RAG meeting on Wednesday explained that this would mature and would be part of the risk management audit in later in 2025/26. During the discussion at the RAG meeting, Members were keen that this be used to drive opportunity.

A Member commented that he was concerned that the risk appetite in relation to technology was adverse given that the Authority needed to innovate and find new, more customer friendly and efficient ways of doing things. The CE said that there had been a good discussion at the RAG Committee meeting and in terms of the question, particularly following the Marks & Spencer IT issue, when the Authority's IT staff were asked about their risk appetite they did not want any risk at all to the Authority's systems because of the potential implications. That was a different question from how the Authority might make the most of new technology to drive improvements and efficiencies. The CE said that this was a really good piece of work by the Head of Governance, however, the risk appetite statement needed further refinement so that it was not just a simple statement.

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A Member said that the first stage was to assess what the risk appetite was and the second stage to use it to drive opportunities. The Member commended the report and commented that it was an excellent piece of work which would drive everyone to think hard about where there were opportunities and where there was a need to be more risk adverse. The Member recognised the position that the IT team wanted to be in to protect the Authority from cyber security risk with the opportunity to innovate in that space.

Siân Limpenny proposed, seconded by Tony Grayling.

It was resolved unanimously to adopt the revised Risk Management Policy and Risk Appetite Statement.

18. Update on the progress of the response to the grant settlement

Members received the report of the Chief Executive (CE). The CE said that following the Members adoption of a series of recommendations following the cut in the National Park Grant, the paper in front of Members provided an update on the progress made.

The CE said that the Authority had made good progress. There had been a slight tweak to the revised structure following consultation with staff: the External Funding team would move under the Director of Resources and the Partnerships & Funding Manager's title would change to Head of External Funding. The Director of Finance (DF) had calculated that of the target of £300,000, there had already been £176,000 of savings made on the National Park side, and were looking at making further savings and added that, as Members would understand, it was not an easy process.

A Member said that he commended the Management Team and staff for the way that they were managing the difficult issue of a reduction in staffing and asked if some of these savings would also deliver savings to the Navigation budget. The DF said that as a result of all the savings identified so far this would save £99,000 on the Navigation budget.

The CE provided an update on the current Navigation budget. He said that this year income was about £107,000 behind the budget due to a reduction in the number of boats of all sizes and types. The Broads was not in a unique position, as this was a pattern that other waterways, and the marine industry as a whole. The CE thought that this had been driven by a cost of living crisis as well as a wider demographic change.

The CE planned to provide Members with a briefing note and distribute it in September prior to the in-person tolls briefing meeting in October and he hoped to have further evidence as to what was driving the reduction in boat numbers.

A Member asked whether the Authority was able to survey ex-toll payers. The CE said that was the intention. The Tolls Team was still incredibly busy chasing people who had not paid. It appeared that more people were hanging on until the last minute to pay their tolls and therefore needed chasing. There were approximately 300 people that had not yet paid and they had been issued notices of contravention. In August, it was hoped that the Tolls Team

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would be able to carry out a telephone survey on a random sample of previous boat owners which would help provide evidence for the briefing paper.

A Member asked whether there would be an advantage to levy a fine on late payments. The CE said that for the first time this year, the Authority had levied a £25 administrative charge to those that did not respond to the first letter chasing for payment. Although this seemed to have a positive effect, this did create more work for the Tolls team. The CE added that the Tolls team did a brilliant job and although most of the 9,000 toll payers were very pleasant to deal with, there were a very small number of people who were abusive, but the team handle that with a degree of aplomb and curtesy.

A Member asked of the 300 people that were being chased for non-payment of tolls whether there was a cost to that. The CE confirmed there was. The Member said that looking at the budgets going forward, these costs needed to be factored in. The CE said that he would have a better idea in the Autumn as to how effective the £25 charge had been and how much of the costs had been recovered through the charge.

A Member said it was not a short-term decline and was a long-term spiral and therefore, the tolls might have to go up which was a vicious cycle, and suggested that the Authority should have a dedicated PR campaign which highlighted the brilliant work that Broads Authority did, and the benefit of the work it carried out. The Member added that it was distressing reading the negative comments that were published about the Authority and recently about mooring fees. The CE said that in relation to Reedham Quay, the Authority had worked closely with Broadland District Council and interestingly it was following the exact same pattern as was found at Ranworth. The introduction of a relatively modest charge to moor at Reedham Quay had delivered benefits to the local businesses in Reedham. There was a greater turnover of craft and therefore more money was spent in the local pub and the café.

The CE said that one of the things that the DF and he were doing, along with all the National Parks, was working with a firm of accountants who were doing some pro bono work around the potential for private sector funding. The CE said that he did not know what the outcome would be, however, the Authority did need to look at other ways which supported the National Park side of the Authority's work as well as the Navigation.

A Member asked, in relation to tolls, whether it would be possible to put in place a charge whereby any non-payment went past a certain date, the fee went up automatically. The CE said that this was something that had been considered and might be something that Members would like to discuss at the meeting in October.

The progress made in responding to the reduction in National Park Grant was noted.

19. National Park Capital Programme 2025/26

The CE said that the report in front of Members was to provide an update on the capital programme which Members approved at the meeting on 9 May. The CE reported that, for the first time, he had managed to convince Defra that the Authority could spend National Park capital money on functions and benefits that were largely Navigation, such as improvements

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to moorings and the purchase of pontoons. The CE had argued that this was part of the Authority's second purpose, promoting the enjoyment and understanding of the Broads. The way in which many people enjoyed the Broads was through boating and therefore access was as much from a National Park point of view as it was Navigation.

Progress on the delivery of this year's National Park Capital Programme and the flexibility provided in the Change Control Notice was noted.

20. Appointment of Chief Executive

Members received the report of the Chair of the Authority. Following the announcement of the Chief Executive's (CE) intended retirement, there was a process that the Authority would have to go through for recruitment of a new CE. At the CE's last annual review, he agreed to put in a place a succession plan that would allow the Authority to be prepared for this eventuality. The Chair said that the Broads Authority was not the only National Park that was going through this process at the moment so would need to be nimble on its feet to attract the right candidates.

The Chair said that he had received a lot of correspondence on this subject, none of which had replied to as that would have shown pre-determination, however, he felt that the correspondence raised a good point that nobody from the Navigation Committee was on the final interview panel. Therefore, in addition to the proposals set out in the paper, the Chair proposed that Alan Goodchild be added to the appointment panel.

Harry Blathwayt proposed, seconded by Peter Dixon.

It was resolved unanimously to appoint Alan Goodchild to the panel for the appointment of a new Chief Executive.

A Member commented that it was an interesting time at the moment, and asked whether this appointment was pre-emptive as it was not known what would happen with the appointment of a mayor and devolution in terms of their strategic responsibilities, planning etc., and said that there were some really good officers at the Authority who could take over in the interim. A Member said that there was so much going on in the political space and agreed with the Members comments about holding off on recruitment and suggested that it would be more prudent for the Authority appoint an interim CE until it was known what the new political landscape would look like.

A Member commented that he disagreed quite strongly with appointing an interim CE and said that the Broads Authority was set up by an Act of Parliament and had not seen any suggestion that the Act would be directly affected by local government reorganisation. The Authority would have to work with whatever the local government structure was going to be and whoever the new mayor would be. The Authority would still have a very clear role with a lot of important functions. The Member said that the Authority should have somebody in place to provide good, strong leadership and to appoint an interim CE together with the revised management structure to deal with everything that would be coming the Authority's

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way in the next two years would be inconsistent with the Authority's approach to risk management.

The Director of Finance (DF) said that at the Risk, Audit and Governance Committee meeting on 23 July, both the external and internal auditors recognised the importance of not employing multiple interim's as this would disrupt the staff and the uncertainty that brought.

There was a debate over the validities of both arguments, and there was agreement that the Authority was entering into an uncertain time. Members recognised that the mayor would welcome an organisation that was well run and well-resourced to work with, and the Authority would still be required to carry out its duties especially in relation to being the Harbour Authority.

A Member commented that in terms of the appointment of a recruitment company, it was important to have a company who had EDI, justice and access embedded into their recruitment policies and asked to see any recruitment data on GatenbySanderson in respect of EDI. A Member agreed and said that the Authority should look at the widest talent pool available and that the Members of the Authority should also look to their own networks so that only a top-class candidate was recruited. A Member said that any recruitment carried out, the Authority should make sure that EDI was presented as high value.

A Member commented that GatenbySanderson had been employed to find his successor in another role, however, he had no direct interest in that but believed this should be placed on record. The Chair duly noted that.

The Chair said that this was a terrible time to lose a CE, however, there was no time since he had been associated with the Broads Authority when it was not be a terrible time.

Peter Dixon proposed, seconded by James Harvey.

It was resolved by 11 votes in favour and 2 against to:

- **Approve the arrangements set out in this report for the recruitment and appointment of a new Chief Executive.**
- **Appoint GatenbySanderson to carry out the executive search and support the Member Group and Panel throughout the process.**

21. Appointment of a Monitoring Officer

Members received the report of the Chief Executive (CE). The CE said that when the Authority had difficulties concerning a previous Member, Wilkin Chapman were employed to provide advice and they then took on the role of Monitoring Officer (MO). This had worked well and got the Authority through that difficulty. However, it was an expensive way of providing a MO. The Authority was required to appoint a MO and the role would normally be carried out by a senior officer of the Authority. The CE said that the Authority had been really fortunate to recruit Rob Thomas as the new Head of Governance with the experience that he brought to the Authority, and he was in the process of taking the MO training.

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The CE said that he would like to thank Jonathan Goolden and Estelle Culligan for their work and confirmed that they would be available to Rob Thomas if anything arose that he needed guidance on.

A Member commented that things often come to a MO suddenly and asked what would happen if the MO was on holiday and asked whether the Authority would need a Deputy Monitoring Officer (DMO). The CE said that the legislation gave the responsibility to the MO to appoint the DMO, therefore, in due course Rob would do that.

A Member commented that with the recommendation, it appeared that the Authority would be tying its hands no matter what happened and suggested that the appointment be subject to completion of the course. If, for whatever reason, the course did not get completed, the position could not just be handed over on 12 November. The Director of Finance said that the course was modular and much of the course had already been completed.

Tim Jickells proposed, seconded by Martyn Hooton.

It was resolved unanimously to agree to transfer the position of Monitoring Officer from Jonathan Goolden at Wilkins Chapman to Robert Thomas, Head of Governance as from 12 November 2025.

22. Committee membership and member appointments 2025/26

Members received the report of the Governance Officer. The Chief Executive (CE) said that Members had already been canvassed as to which committees they would like to be on and everyone had been accommodated. The Authority was due to have four new Secretary of State Members appointees and the suggestion was that once these were known, rather than waiting until the next meeting, that after consulting the new Members and the Chair the CE be given delegated authority to appoint them to the committees.

A Member asked whether the two vacancies on the Standards Committee would be filled as currently the membership stood at five members and the quorum was four. The Governance Officer confirmed that it would be expected that two of those Secretary of State appointees would fill those two positions.

Matthew Shardlow proposed, seconded by Alan Goodchild.

It was resolved unanimously:

- **That appointments to the Navigation Committee; Planning Committee, Risk, Audit & Governance Committee; Standards Committee and the Broads Local Access Forum be made in accordance with Table 1 and to outside bodies as set out in Table 2.**
- **That the Chief Executive, in consultation with the Chair of the Authority, be delegated to appoint the new Secretary of State Members to the committees after discussion with the new Members.**

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

The Director of Operations (DO) said that at the Oulton Broad Powerboat racing event the previous evening, there was an accident which unfortunately resulted in a fatality. This was an ongoing situation and the first fatality through a powerboat racing event.

The Rangers were on station during the race to ensure the navigating public were kept separate to the race. The Maritime Accident Investigation Branch (MAIB), together with the Police and Rangers were attending the scene at the current time.

Condolences had been sent to the family. The Rangers were being supported as they attended the scene and helped get the emergency team over to the location.

The Broads Authority were now working with the MAIB. As the Authority licence the event, the Port Marine Safety Code, Safety Management System, and risk assessment for the event would need to be thoroughly reviewed and any findings would go to the Boat Safety Management Group, the Navigation Committee, and then the Board.

24. Broads Local Access Forum Annual Report 2024/25

Members received the report of the Head of Construction, Maintenance and Ecology (HCME). The HCME said that the report in front of Members was the annual opportunity to feedback on the Broads Local Access Forum's (BLAF) activities and advice during the last year.

The HCME said that in the last year, BLAF members had raised with both the Broads Authority and Norfolk County Council the issue around monitoring for hazards to human health in water, particularly around swimming and paddle sports, and how that issue was managed. There was also a big push on the loss of public rights of way to high water levels and erosion.

The priorities for BLAF in 2025/26 were tracking the implementation of the Broads Authority's Integrated Access Strategy, the Access for All grant from Defra of £135,000 to be spent by 31 March 2026, and working with Norfolk County Council on the public rights of way and trails issues.

The HCME thanked the Chair, Vice-Chair and members of BLAF for their work over the last year.

A Member noted that one of the meetings of BLAF was not quorate and asked whether there were any implications of it not being quorate. The HCME said that the one meeting where it was not quorate was when a paper was taken to reduce the number of meetings from four to three. At the next meeting, which was quorate, it was agreed that the meetings would reduce from four to two per year which was still in line with guidance from Natural England. The aim was to make the meetings as efficient and effective as possible, whilst also saving the Authority officer time and money on discharging the functions of the committee. The Member asked whether it was not dependent on the committee to make statutory decisions. The HCME said that there was only one area which was a statutory requirement of BLAF and

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that was around consultations on open access land in the Broads, however, the Broads Authority's executive area did not include much open access land and was therefore low risk.

A Member commented that it looked as if BLAF was getting the join up with Norfolk County Council on access and asked if there was anything further that the two Members from Norfolk County Council could do. The HCME said that if there were specific topics, the BLAF meetings were open for members of the public to attend and there was also the opportunity to raise questions in advance of meetings.

A Member commented that previously it had been discussed about the valuable resource of mobile phone data to determine what parts of the Broads were being used and how it was being used and asked whether this was any further forward. Was this fed into BLAF and did it help with developing access strategies? The HCME said the data had been collated, but there was a vacancy in the key post of Waterways and Recreations Officer. The WRO would have the objectives to use that technology within the Integrated Access Strategy workplan. Until that officer was in post, it was on hold. A Member commented that he had reservations on how accurate some of the mobile data was.

The report was noted.

25. Report on outside bodies – Whitlingham Charitable Trust 2024/25

Members received the report of Matthew Bradbury, Trustee of the Whitlingham Charitable Trust. The Chief Executive (CE) said that each year the Trustees appointed by the Broads Authority were asked to produce a yearly report. The CE said that Whitlingham Charitable Trust and the park was doing really well and the Authority should be proud of the involvement it had in establishing it with the Colman family.

A Member commented that there was a lot of good work being done at the park.

The report was noted.

26. Minutes to be received

Members received the minutes of the following meetings:

Broads Local Access Forum - 5 March 2025

Risk, Audit and Governance Committee - 11 February 2025

Navigation Committee - 3 April 2025

Planning Committee - 2 May 2025

Planning Committee - 30 May 2025

27. Other items of business

There were no other items of business.

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28. Formal questions

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

29. Date of next meeting

The next meeting of the Authority would be held on Friday 19 September 2025 at 10.00am at the King's Centre, 63-75 King Street, Norwich, NR1 1PH..

30. Exclusion of the public

Fran Whymark proposed, and Tim Jickells seconded.

The Authority resolved to exclude the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the following items on the grounds that they involved the likely disclosure of exempt information as defined by Paragraph 1, 3 and 4 of Part1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.

The public left the meeting and the recording was suspended.

31. Exempt minutes of last meeting

The exempt minutes of the meeting held on 9 May 2025 were confirmed and would be signed by the Chair as a correct record of the meeting.

32. Purchase of land - update

Members received the report of the Chief Executive (CE). The CE confirmed that agreement had been reached with the landowner who was anxious to complete the sale by the end of August. The CE said that he was trying to encourage the Minister to visit the Broads Authority and he had suggested that they might co-ordinate the visit to celebrate the purchase.

The CE said that it was an important piece of land and the aim was to put it back to proper management, but also it would generate an income for the Authority against the capital funding and he hoped in due course, Members would be able to visit.

The Chair asked about the security of funding that the Authority would receive for managing this piece of land. The CE said that the Authority could only work on the basis of what was currently known, but was reasonably confident that the £28,000 per year was reasonably secure.

The Director of Operations (DO) said that it did tick a lot of other boxes for the Authority. The Authority owned the two parcels of land either side and therefore it joined up a large piece of managed fen and provided access to that land. It also helped with the 30 by 30 initiative. The DO said that when the Ecology Team carried out the initial survey they found two Bittern nests and other species were identified, such as the Swallowtail butterfly.

The progress made in the purchase of land was noted.

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The meeting ended at 11:59am

Signed by

Chairman

DRAFT

Broads Authority

19 September 2025
Agenda item number 7

Summary of actions and outstanding issues following discussions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Responding to Climate Change Emergency	27/09/2019	John Packman	<p>To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to:</p> <p>Recognise climate emergency</p> <p>Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040.</p> <p>Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system.</p> <p>Work with constituent local authorities to reduce emissions from domestic, travel and other sources in the Broads across the two counties.</p> <p>Work with farmers, land managers, NFU and Defra to influence land management practices, to maintain and build organic matter and carbon in soil, improve biodiversity and store water to protect against flooding and drought.</p> <p>Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism; and</p> <p>Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.</p>	<p>September 2022: A member workshop was held on 25 July 2022, and the full report circulated to members. Work is ongoing on the next steps, with a report anticipated for the November Authority meeting.</p> <p>The next phase of Clean Maritime funding, which may allow us to build on the Electrifying the Broads feasibility study, is expected to be announced on 22 September 2022.</p> <p>November 2022: We are working on various possible bids for external funding to support our climate change work, including the Norfolk Investment Framework. Unfortunately the Clean Maritime Competition Phase III was not suitable for the Electrifying the Broads project, so we are exploring other avenues.</p> <p>December 2022: An update report setting out next steps was presented to the Authority Meeting in December. We will hear in early January the outcome of the bids to the Pioneer Places fund and the Norfolk Investment Framework.</p> <p>February 2023: Pioneer Places bid was not awarded. We have a new possibility of funding through the Local Electric Vehicle Infrastructure Fund award, in partnership with Norfolk County Council, that includes funding for electric pillars in the Broads.</p> <p>June 2023: We have had discussions with the Canal & Rivers Trust and Environment Agency to see what joint work can be done on boating electrification. Round 4 of the Clean Maritime Demonstration Competition is expected to open in July 2023, we will reach out to partners to determine if we can submit a bid. We are drafting a tender for the installation of solar panels at the Dockyard. We have</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>launched a consultation with Visit The Broads members to identify opportunities to use funding from the Norfolk investment Framework to support sustainable tourism.</p> <p>September 2023: We are continuing to work with Norfolk County Council on developing a bid under the Norfolk Investment Framework for Sustainable tourism.</p> <p>Unfortunately the Clean Maritime Demonstration Competititon Round 4 has not proved suitable for the Electrifying the Broads project as it does not allow for capital expenditure. The Dockyard solar tender is currently open and will close on 15 September.</p> <p>July 2024: Press release on the National Parks' Race to Zero campaign will be going out this month. Broads Authority has received funding for 3 installations of solar powered cycle pods.</p> <p>November 2024: Planning application for CyclePods at Carlton Marshes Visitor Centre, Salhouse Broad and Reedham Ferry to be considered by the Planning Committee in December.</p> <p>January 2025: Planning application for the CyclePods approved. Minutes of the Planning Committee meeting - 6 December 2024.</p> <p>March 2025: First of the Cycle Pods to be installed at Carleton Marshes on 11 April.</p> <p>September 2025: Three Cycle Pods installed at Carleton Marshes, Reedham Ferry and Salhouse Broad. An additional Pod planned for Beccles Quay.</p>	
'Broads Peat' - A Nature for Climate Peatland Grant Scheme project	23/07/2021	Andrea Kelly	<p>The Broads Peat Project was awarded £785,668 in December 2021 from Defra, as part of the Nature for Climate Peatland Grants Scheme – Discovery Grant which is administered by Natural England. The project budget was revised to £855,831 in December 2022 (the formal Change Control Notice was received from Natural England on 3 January). The project budget was revised to £1,125,831 in April 2023 (the formal Change Control Notice was received from Natural England on 20 April 2023).</p> <p>Broads Peat was initially expected to close in March 2023 - an extension until 31 August 2023 has been granted.</p> <p>Following the Discovery phase, a restoration grant was awarded for Buttle Marsh on 26 August 2023.</p>	<p>Updates up to and including, November 2024 have been archived and are available to read on Summary of Action reports from previous committee meetings.</p> <p>January 2025: Submitted a costed proposal for a 12-month extension of the FibreBroads project. All work packages are on track, including the two "Lowland Agricultural Peat Projects." A site visit for the Natural England Head of Agriculture is scheduled for February, ahead of the Norfolk Farming Conference. Three films are in production: 1. A farmer raising the water table in the Yare, 2. Peat level cameras, and 3. Horsey paludiculture. The Broads Peat work will also be presented at an upcoming national peat conference in Ely and featured on a national webinar.</p>	31/03/2023

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Water permissions for Buttle Marsh nearing completion. Discussions on the detailed engineering design and flood risk assessment for the reservoir are ongoing.</p> <p>No response yet about the two Water Restoration Fund bids related to water management. Ongoing discussion with landowner at Chapelfield.</p> <p>March 2025: Submitted a costed proposal for a 12-month extension of the Lowland Agricultural Peat Water Discovery Pilot project.</p> <p>Finalist in Game Changer category of EDP Clean Green Awards.</p> <p>Water Permissions Guide published Design Guide to Support Water Table and Water Resource Management in the Broads National Park.</p> <p>Short film about Restoring Grazing Marshes at Chestnut Farm Protecting Peatlands in the Broads National Park</p> <p>Short film about Wetland Farming at the Horsey Estate Paludiculture in the Broads National Park</p> <p>The Authority had been successful in one of the bids for a Water Restoration Fund grant in the amount of ~£200,000.</p> <p>April 2025: The 12-month extension of FibreBroads has been granted (£175,000). Awaiting approval of the 12-month extension of LAPWDP (£78,500). Buttle Marsh amended Restoration Plan, with reservoir removed, submitted to NE for approval.</p> <p>First fibre harvest at Horsey complete and material being sent to UEL and Natural Building Systems for testing.</p> <p>Norfolk and Suffolk Farm Cluster leads visited Horsey.</p> <p>Visited Somerset to discuss and present on peat restoration.</p> <p>Designing peatland fen restoration scheme at Beccles Marsh with Norfolk FWAG and farmers.</p> <p>June 2025: 12-month extension of LAPWDP (£78,500) awarded and work on Beccles Marsh feasibility and engagement underway with owner, farming tenets, Anglian Water, Suffolk County Council, Internal Drainage Board and other stakeholders. Also working on feasibility of water management around Langley Abbey.</p> <p>Reed cleanings from thatching baled and sent to partners (ESG Natural Capital and Woolly Shepherd) to create acoustic panels for use in a suitable location in the Broads.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Working with Reed Cutters to assess the extension of reedbed cutting for thatching.</p> <p>August 2025: Preparing for the Broads Floodplain Water Conference in January 2026, alongside a podcast series. At Buttle Marsh, the sluice will be installed by early October, with the windpump due March 2026.</p> <p>An Early Market Engagement response to Defra on future peat restoration has been submitted. The Broads Peat Partnership is being formalised, including work with Beccles Town Council on a new restoration scheme.</p> <p>Highlights include a bittern at the Horsey paludiculture site, a strong year for wasp spiders, and a new UK record: <i>Stigmatomyces manicatae</i> fungus on the rare fly <i>Ochthera manicata</i>, found during a Norfolk and Norwich Naturalists' Society visit.</p>	
Funding the waterways of the Broads National Park	26/01/2024	John Packman	To track the progress on making the case for central Government funding to support the maintenance of the Broads waterways.	<p>January 2024: The Board unanimously endorsed the paper and supported the Chairman in writing to the Secretary of State for the Environment.</p> <p>February 2024: Chairman has written to the Minister and local MPs.</p> <p>April 2024: Response received from Defra Minister 18 March 2024. See Appendix to report on National Park Grant.</p> <p>July 2024: Action - New Chair to write to new Minister when appointed on this issue and the costs of external audit.</p> <p>August 2024: Broads Authority Chair has written to the new Minister.</p> <p>March 2025: No response to date. Officers raised the matter on 13th January as part of the Defra Annual Review.</p> <p>September 2025: Defra has provided the Authority with flexibility in the use of National Park capital funding. The Change Control Notice stated the following: “The capital grant and any income derived from the expenditure is to be treated as National Park income and must be used in furtherance of section 2(1)(a) and (b) of the Norfolk and Suffolk Broads Act 1988. Any such income may be applied to an expenditure that incidentally supports Section 2(1)(c) provided the primary aim of the expenditure remains the pursuit of Section 2(1)(a) and (b)”.</p> <p>Section 2(1) (b) of the Norfolk and Suffolk Broads Act states:</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p><i>It shall be the general duty of the Authority to manage the Broads for the purposes of: (b) promoting opportunities for the understanding and enjoyment of the special qualities of the Broads by the public.</i></p> <p>The argument accepted by Defra is that improving access to and from the water is one of the main ways the public enjoy the special qualities of the Broads.</p>	
Haven Bridge	02/04/2024	John Packman	<p>The Great Yarmouth Ports Leisure Users meeting on 2 April had a long discussion regarding the problems with the Haven Bridge. There is a dispute between Peel Ports and Norfolk County Council regarding opening the bridge which is having an adverse impact on commercial and private boat owners based in the Broads.</p>	<p>April 2024: Chief Executive has contacted Norfolk County Council and has been asked to brief the local MP. Awaiting outcome of discussions between Peel Ports and Norfolk County Council.</p> <p>July 2024: Temporary arrangements agreed by Peel Ports and Norfolk County Council have allowed the bridge to open. The Monitoring Officer has written to the Great Yarmouth Port Authority reminding it of its statutory duties.</p> <p>August 2024: Response received from Great Yarmouth Port Authority and meeting to be arranged to discuss Haven Bridge.</p> <p>September 2024: Meeting deferred until after the Port Authority have had their AGM.</p> <p>November 2024: Meeting with users on lifting arrangements on 14 November 2024. Peel Ports proposed that charges be introduced for lifting the bridge and the Port Users Group would formulate a response to that proposal.</p> <p>December 2024: Peel Ports is consulting with the Port Users Group on a proposal to introduce charges for raising the Haven Bridge. The Group has written to the Great Yarmouth Port Authority highlighting Clause 59 of the Great Yarmouth Port and Haven Act 1866 which states that “no charge shall be made in respect of opening the Bridge”. They have also pointed out that the introduction earlier this year of a transit fee on pleasure craft contravenes Clause 113 of the same Act. The Authority is seeking a meeting with the Port Authority and Peel Ports to establish the position.</p> <p>January 2025: Great Yarmouth Port Authority has indicated that the proposed Bridge Lifting Charge "will not be applied for 2025".</p> <p>March 2025: The Chief Executive and Monitoring Officer met with Peel Ports on 19 February and covered a range of issues.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				September 2025: No further update.	
Landscapes Connections	24/01/2025	Andrew Farrell	To track the progress of the submission of an expression of interest to the National Lottery Heritage Landscape Connection Scheme and the subsequent development of an initial bid ready for submission at the end of 2025.	<p>January 2025: Members authorised the submission of the expression of interest to the National Lottery Heritage Landscape Connection Scheme.</p> <p>March 2025: Further advice given from senior officers at the Heritage Fund on the timings of development funding application and Expression of Interest. Initial application for development funding to cover officer costs to develop the Landscape Connections Partnership bid being in the next few weeks.</p> <p>April 2025: Work continues to develop the development funding application. This is incorporating recently arising needs to further develop our work to support small local heritage partner's organisational sustainability, which is one of the key funding priorities of the Heritage Fund. We are also having key conversations with partners around the needs to meet our cash-match funding needs next year.</p> <p>June 2025: Continuing to meet with Heritage Fund and partners to scope out overall project. Speaking with potential funders to cover initial match funding requirements for development stage.</p> <p>September 2025: An initial application for resilience funding to the Heritage Fund has been submitted to build capacity to support building the partnership.</p>	

Date of report: 03 September 2025

Broads Authority

19 September 2025

Agenda item number 8

Strategic priorities- update

Report by Governance Officer

Purpose

This report sets out the latest progress in implementing the Authority's annual strategic priorities for 2025/26.

Broads Plan context

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

Recommended decision

To note the progress in implementing the 2025/26 priorities.

1. Introduction

- 1.1. Each year the Broads Authority identifies a small set of strategic priorities, which focus on projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps target the Authority's resources and make the most of partnership working and external funding opportunities. Priorities are set each financial year, although some large-scale projects carry across several years.
- 1.2. In addition, Defra has a requirement for National Park Authorities and the Broads Authority to provide quarterly updates on deliverables against the Business Plan, as part of its grant funding agreement. These update reports on our strategic priorities are used by officers to comply with that requirement.

2. Updates

- 2.1. An update on the agreed strategic priorities for 2025/26 is in Table 1 below.

Table 1

Strategic priorities 2025/26 – progress update

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Protect communities from the dangers of flooding</p> <p>1. Respond to future flood risk in the Broads that better copes with climate change and sea level rise</p> <p>Aim: To implement the next steps of the Broadland Futures Initiative and prepare an adaptation plan for BA moorings.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Publish at least two editions of the Broadland Futures Initiative BFI newsletter, by March 2026. (ii) Hold at least two meetings of the BFI Elected Members Forum, by March 2026. (iii) Develop plan to adapt moorings to higher water levels in the Broads. 	<p>Status: On track</p> <ul style="list-style-type: none"> (i) The sixteenth edition of the BFI newsletter was published. Recruitment for a senior comms and engagement officer completed (internal to the EA). (ii) At the EMF meeting on 8 May 2025, members discussed and endorsed different pathways for the Broads. Each pathway sets out steps to a different future outcome for flood management across the BFI area. The pathways are a start point for analysis and will ultimately be assessed using a combination of Economics and how they perform against the BFI objectives. Public engagement on the pathways is scheduled towards the end of the year. (iii) The approach outlined and accepted in the 05/09/2024 Navigation Committee is being implemented as each mooring is programmed for full repiling 	<p>Director of Delivery and Head of CME</p>
<p>Ensure nature’s recovery and clean up Britain’s rivers, lakes and seas</p> <p>2. Continue to provide home to thriving wildlife that can adapt to the changing climate.</p> <p>Aim: A thriving wildlife in the Broads</p> <p>Milestones:</p>	<p>Status: On track</p> <ul style="list-style-type: none"> (i) On track. Annual review of Delivery Plan complete Broads Nature Recovery Strategy 2024-29. (ii) On track, targets set by partners in 2024, annual report for 	<p>Environment Policy Adviser and Sustainability Manager</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>(i) Implement year 1 of the Broads Nature Recovery Delivery Plan.</p> <p>(ii) Conclude the work with Natural England on the apportionment of Protected Landscapes targets for the Broads.</p> <p>(iii) Timely response to the consultations to the Local Nature Recovery Strategy in Norfolk and Suffolk, as a Supporting Authority, expected in February and May 2025.</p> <p>(iv) Completions and lessons learnt from the restoration projects at Buttle Marsh and Horsey.</p>	<p>national data complete to assess progress against targets, awaiting guidance to include targets in Broads Plan,.</p> <p>(iii) The Norfolk LNRS and Suffolk LNRS public consultation is complete. The next phase for the Broads Authority as a Supporting Authority is final approval - report on this agenda. Submission to Defra and publishing is due at end of October with 6 November launch event at Carlton Marshes.</p> <p>(iv) FibreBroads 12-month extension is underway with a focus on extending reed cutting, creating fibre products, farmer engagement and wetland cropping at Horsey. Buttle Marsh on track for Quarter 3 delivery. Responding to Defra Early Market Engagement for Broads peatland restoration potential projects from 2026-2030.</p>	
<p>Net Zero by 2050</p> <p>3. Implement the five Ps¹ of the Race to Zero Programme to halve emissions by 2030.</p> <p>Aim: pledge to make Broads Authority own operations carbon neutral by 2030, and to aim for a zero-emissions by 2040.</p>	<p>Status: On track</p> <p>i) Work on drafting a refreshed Action Plan is ongoing. We have agreed with the other National Parks to draft a common template, which is being prepared by a Task and Finish group which includes the Broads Authority. The Task & Finish group has circulated initial outlines, and we are working to all National</p>	<p>Sustainability Manager</p>

¹ Pledge; Plan; Proceed; Publish and Persuade

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Milestones:</p> <ul style="list-style-type: none"> (i) Refresh Climate Action Plan, by summer 2025. (ii) Develop BA response to Defra’s request to move to electric vehicles by 2027. (iii) Develop plan towards more zero-emission boating. (iv) Find funding to implement the plan for zero-emission boating. 	<p>Parks having a refreshed action plan by December.</p> <p>ii) We have not received further updates from the DEFRA Electric Vehicles Group. We are investigating potential 4x4 EVs that have come onto the market. The operations team have tested a 4x4 EV, but which did not match up to operational requirements. This showed that the technology is approaching the place where electric 4x4 vehicles can be used to tow, but it has not quite matured to the point we can use it. The Operations Team also tested a fully electric telehandler, but this proved to not yet meet the capabilities needed by the authority in terms of managing rough terrain, and its lifting power.</p> <p>iii) The Broads Authority took part in a bid to the Clean Maritime Demonstration Competition that would have explored marine hydrogen applications. Despite scoring highly the application was unfortunately not successful. The project leader is exploring other funding routes for the project.</p> <p>iv) The Broads Authority submitted evidence to the call for evidence for decarbonising boats under 400 tonnes under the Maritime Decarbonisation Strategy. We are co-ordinating our response through AINA and the Canal and Rivers Trust.</p>	

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Potentially all</p> <p>4. Bring significant external funding to deliver Broads Plan objectives</p> <p>Aim: to leverage additional funding to deliver against Broads objectives.</p> <p>Milestones:</p> <p>(i) Develop partnership arrangements for new project by summer 2025.</p> <p>(ii) Submit bid to the Lottery by end of 2025.</p>	<p>Status: On Track</p> <p>(i) We have formed a group of core partners who are currently in the process of developing initial project ideas for the development phase bid. We are continuing to meet with current and prospective partners to identify gaps in delivery opportunities that will need to be filled for a successful application to the scheme.</p> <p>We continue to meet with the Heritage Fund and other Landscape projects nationally in support of our bid.</p> <p>(ii) We have submitted a small bid to the Heritage Fund that will help build additional capacity within the team to help develop the bid. Outcome should be known in September 2025.</p>	<p>Head of External Funding</p>
<p>Access for all</p> <p>5. More people enjoying more activities in the Broads safely</p> <p>Aim: for all to enjoy safe visits to the Broads.</p> <p>Milestones:</p> <p>(i) Ensure that the 2025 edition of Broadcaster (and all website and social media content produced in 2025) highlight the breadth of activities available in the Broads, including information regarding</p>	<p>Status: On Track</p> <p>(i) The 2025 edition of Broadcaster has been published and 90,000 copies distributed through the usual channels</p> <p>(ii) Social media posts have been scheduled throughout the season. The core campaign messaging focusses on Lifejackets (Take care of the people you love) and alcohol (Don't drink and drown). A case study has been obtained featuring a quote from a survivor of a serious accident from earlier</p>	<p>Head of Communications and Head of Construction, Maintenance and Ecology</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>accessibility, with relevant and appropriate safety messaging.</p> <p>(ii) Continue to use communications channels during 2025 that reach the widest possible audiences, in particular those that may not traditionally access the Broads.</p> <p>(iii) Deliver year 2 of the Integrated Access Strategy action plan.</p> <p>(iv) All officers responsible for writing for commissioning reports and published materials complete the Accessibility training by the end of 2025.</p>	<p>this year which will be used ahead of the main summer season (lifejacket messaging).</p> <p>(iii) New safety signage produced for Great Yarmouth and the design has been replicated for handouts and posters which have been printed and distributed as a PDF file for partners to display.</p> <p>(iv) Access for All projects to upgrade footpath at Hoveton Riverside Park and the footpath between Acle village and Acle Bridge have been completed; a full progress report for Yr 1 and recommendations for Yr 2 of the IAS action plan has been shared via the Broads Local Access Forum – link to report here: Integrated Access Strategy progress monitoring report</p> <p>Accessibility training for report authors and others responsible for published material is available on the online staff training platform.</p>	
<p>Support our farmers to boost Britain’s food security</p> <p>6. Support farmers and land managers in carrying out projects which benefit the Broads</p> <p>Aim: to run the FiPL programme and allocate Broads grants to farmers and landowners and support the</p>	<p>Status: On track</p> <p>(i) Have received our grant funding and have £260,833.00 to allocate to projects in 2025/26. £89,305.16 has been allocated to 13 projects so far. Four projects have completed.</p>	<p>Head of External Funding</p>

Defra/Gov priority BA strategic priority, aims and milestones	Progress	Lead officer
<p>Broads and Norfolk Coast Land Management Board to allocate their funding.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Allocate all grant funding to projects, by December 2025. (ii) Review of the outcomes of Farming in Protected Landscapes (since July 2021) (iii) Publish case studies showing example projects completed in the Broads. 	<ul style="list-style-type: none"> (ii) Headline Stats have been reviewed by Defra, and follow up information has been submitted. (iii) Summaries of all projects across years 1 – 4 are available on the Broads FiPL website. There are eight more detailed case studies also available on the website. 	

3. Financial implications

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

Author: Lorraine Taylor

Date of report: 02 September 2025

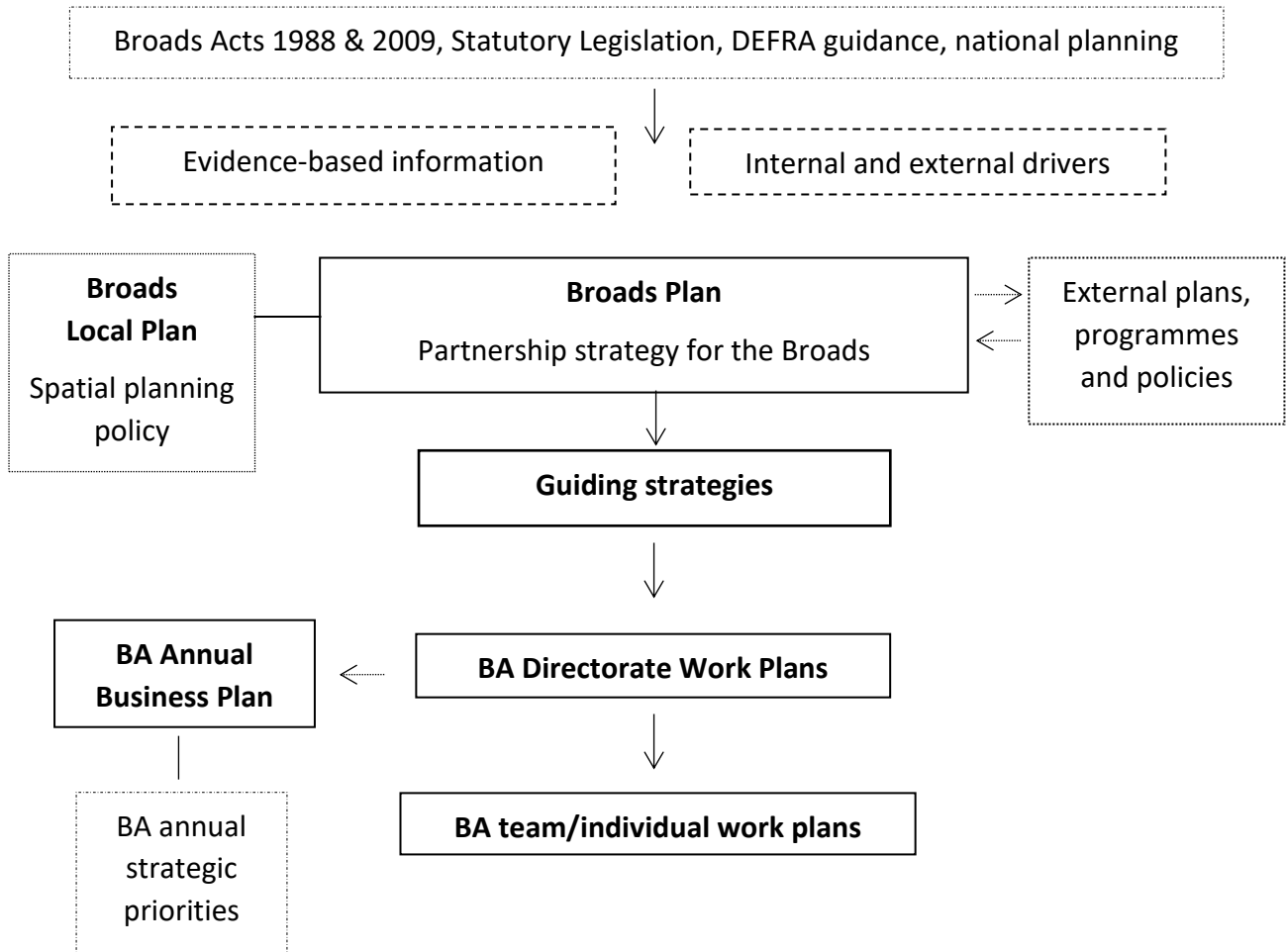
[Broads Plan](#) strategic objectives: all

Appendix 1 – “Golden thread” strategic framework

Appendix 1 – ‘Golden thread’ strategic framework

Fig. 1

‘Golden thread’ strategic framework



Broads Authority

19 September 2025

Agenda item number 9

Financial performance and direction

Report by Director of Resources

Purpose

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

Broads Plan context

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

Recommended decision

- i. Note the actual income and expenditure figures and prudential indicators.
 - ii. Approve the additional earmarked expenditure for Fen Management in 2025/26 as set out in paragraph 5.2.
-

Contents

1.	Introduction	2
2.	Overview of actual income and expenditure	2
3.	Latest available budget	4
4.	Overview of forecast outturn 2025/26	5
5.	Reserves	5
6.	Prudential Indicators	6
7.	Conclusion	7
	Appendix 1 – Consolidated actual income and expenditure charts to 31 July 2025	8
	Appendix 2 – Financial monitor: Consolidated income and expenditure 2025/26	10

1. Introduction

- 1.1. This report covers two items: consolidated income and expenditure and quarter one prudential indicators for 2025/26.
- 1.2. Section 2 to 5 provides a summary of income and expenditure for the consolidated budget up until 31 July, any amendments to the Latest Available Budget (LAB), Forecast Outturn (predicted year end position) and the movements on the earmarked reserves.
- 1.3. Section 6 contains the prudential indicators.
- 1.4. The Directorates below were those in place as at the end of July. The next report to the Board will reflect the updated organisational structure.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 July 2025

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(6,526,047)	(6,396,985)	- 129,062
Operations	1,958,502	1,566,985	+ 391,517
Strategic Services	652,636	641,933	+ 10,703
Finance & Support Services	1,208,514	882,730	+ 325,784
Projects, Corporate Items and Contributions from Earmarked Reserves	(369,331)	(108,631)	- 260,700
Net (Surplus) / Deficit	(3,075,726)	(3,413,968)	+ 338,242

- 2.1. Core navigation income is above the profiled budget at the end of month four. The overall position as at 31 July 2025 is a favourable variance of £338,242 or a 11% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £129,061 within income:
 - Hire Craft Tolls is £99,940 below the profiled budget.
 - Private Craft Tolls is £63,066 below the profiled budget.
 - Short Visit and Other Toll income is £7,525 above the profiled budget.
 - Investment income is £26,419 above the profiled budget.

- An underspend within Operations relating to:
 - Construction, Maintenance and Ecology salaries is £44,733 below the profiled budget due to the pay award being 0.8% less than budgeted. The pay award will be implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.
 - Equipment, Vehicles and Vessels is £103,017 below the profiled budget due to timing differences on the replacement of equipment and vehicles from the earmarked reserves.
 - Land Management is £23,789 below the profiled budget due to a timing difference on tools and equipment replacements.
 - Practical Maintenance is £156,608 below the profiled budget due to a timing difference on contractor spend and the Mutford Lock technical review. This review is now no longer required following the works earlier this year and the forecast has been updated accordingly.
 - Waterways and Recreation Strategy is £57,906 above the profiled budget due to timing differences on receipt of the Access for All Grant from DEFRA. This is partially offset in the delays to recruitment for a vacancy.
 - Ranger Services is £84,520 below the profiled budget due to the pay award being 0.8% less than budgeted. The pay award will be implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing differences in the replacement of the Ranger launch.
 - Premises is £33,958 below the profiled budget due to timing differences on the Dockyard solar and repiling project.
- An underspend within Strategic Services relating to:
 - Development Management is £19,467 below the profile budget due to the pay award being 0.8% less than budgeted. The pay award will be implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing differences on the Local Plan expenditure.
 - Strategy and Projects is £105,512 above the profiled budget due to timing differences on externally funded grant expenditure being in advance and the quarterly reclaimed income being in arrears.
 - Communications is £29,493 below the profiled budget due two posts being removed from the structure and the pay award being 0.8% less than budgeted. The pay award will be implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.

- Visitor Centres and Yacht Stations is £58,482 above the profiled budget due to the pay award being 0.8% less than budgeted. The pay award will be implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing differences on repairs and maintenance on the yacht stations and trip boats.
 - An underspend within Finance and Support Services relating to:
 - National Park expenditure is £277,012 below the profiled budget due to a timing difference on the capital spend.
 - Premises Head Office is £28,581 below the profiled budget due to a timing difference.
 - Finance and Insurance is £14,790 above the profiled budget due to audit costs being invoiced ahead of profile.
 - ICT is £44,584 below the profiled budget due to timing differences.
 - An adverse variance within reserves relating to:
 - Premises is above the profile due to delays in works at the Dockyard.
 - Plant, Vessels and Equipment is above the profile due to delays in equipment replacements.
 - Property is above the profile due to delays in Mutford Lock technical review.
 - Planning Delivery Grant is above the profile due to delays in the Local Plan expenditure.
- 2.2. The charts at Appendix 1 provide a visual overview of actual income and expenditure compare with both the original budget and the LAB.

3. Latest available budget

- 3.1. The Authority's income and expenditure is monitored against the latest available budget (LAB) for 2025/26. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are set out in Appendix 2.
- 3.2. Following the meeting in July it was identified that the recruitment for new Chief Executive should not be funded from the Medium-Term Planning earmarked reserve as this is 100% National Park. The table below reflects this is now funded from revenue budgets 60/40 in accordance with the salary split.

Table 2

Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2025/26 – deficit	Broads Authority 24/01/2025 Agenda item number 9	173,984
Approved budget carry-forwards	Broads Authority 09/05/2025 Agenda item number 10	13,488
Budget adjustments (salary savings, interest rate improvements and removal of sunken vessels)	Broads Authority 09/05/2025 Agenda item number 11	415
Budget adjustments (recruitment of a new CEO)	Broads Authority 25/07/2025 Agenda item number 20	30,000
LAB as at 31 July 2025	n/a	217,887

4. Overview of forecast outturn 2025/26

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

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit as per LAB	217,887
Decrease to staff costs for vacancies and pay award	(245,933)
Decrease to Hire Craft income	32,474
Decrease to Private Craft income	45,260
Forecast outturn deficit as at 31 July 2025	49,688

5. Reserves

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

- 5.2. At the January meeting members agreed to place the Countryside Stewardship Scheme income into the Plant, Vessels and Equipment Reserve due to the timing difference on when payment would be received and works undertaken. £118,875 was placed in the reserve at the end of March and some of this is now needed to be spent in 2025/26. Members are asked to approve £17,500 from this balance to fund works at Reedham Marshes.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2025 £	In-year movements £	Current reserve balance £
Property	(970,253)	7,066	(963,187)
Plant, Vessels and Equipment	(656,490)	(204,854)	(861,344)
Premises	(441,785)	(60,721)	(502,506)
Planning Delivery Grant	(504,364)	8,257	(496,107)
Upper Thurne Enhancement	(282,729)	(20,068)	(302,797)
Catchment Partnership	(76,673)	(4,058)	(80,731)
Computer Software	(158,363)	(11,924)	(170,287)
Medium Term Planning	(462,504)	24,358	(438,146)
Total	(3,553,161)	(261,944)	(3,815,105)

6. Prudential Indicators

- 6.1. The Capital, Treasury and Investment Strategy 2025/26, approved 14 March 2025, included the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. Since that date DEFRA has now confirmed additional capital funding of £1,385,058 which means the table below has been updated. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year. The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

Table 5

Prudential Indicators 2025/26

Prudential Indicator	Opening 01/04/25 £	Estimate 31/03/26 £	Q1 Actual £
Capital expenditure	0	1,600,058	2,750

Prudential Indicator	Opening 01/04/25 £	Estimate 31/03/26 £	Q1 Actual £
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	688,142	606,575	662,218
Debt balance	689,640	608,073	663,716

7. Conclusion

- 7.1. The forecast position for the year suggests a deficit within the National Park and the Navigation budget. This would result in a National Park Reserve balance of approximately £1,159,000 and a Navigation Reserve balance of £588,000 at the end of 2024/25 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 24.8% and Navigation at 12.5%. Year-end transfers of interest to the earmarked reserves and repayment of the National Park loan will mean National Park will rise to approximately 24.8% and Navigation reduce to 10.4%. This will be highly dependent on the level of interest received.

Author: Emma Krelle

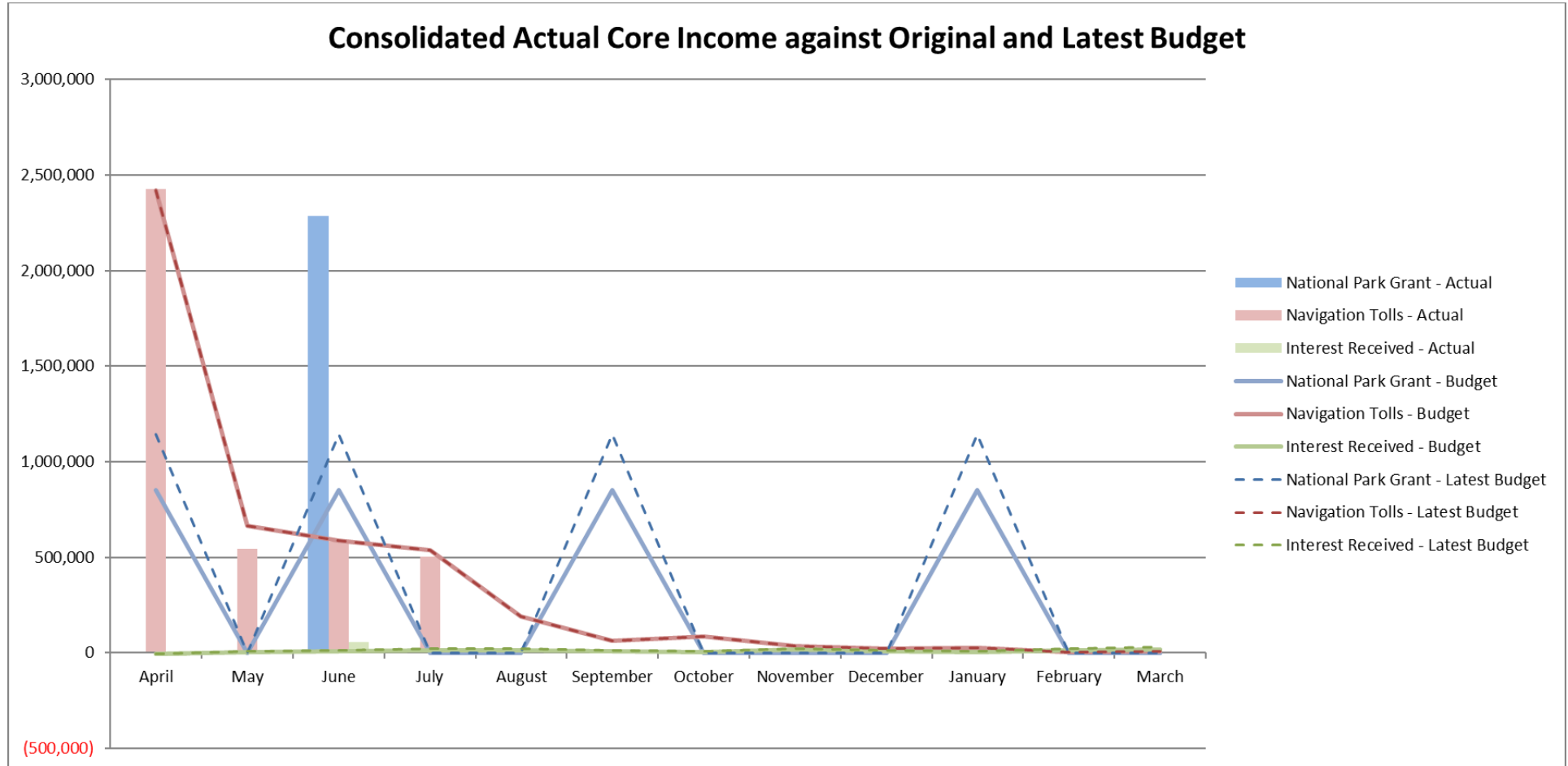
Date of report: 05 September 2025

[Broads Plan](#) strategic objectives: All

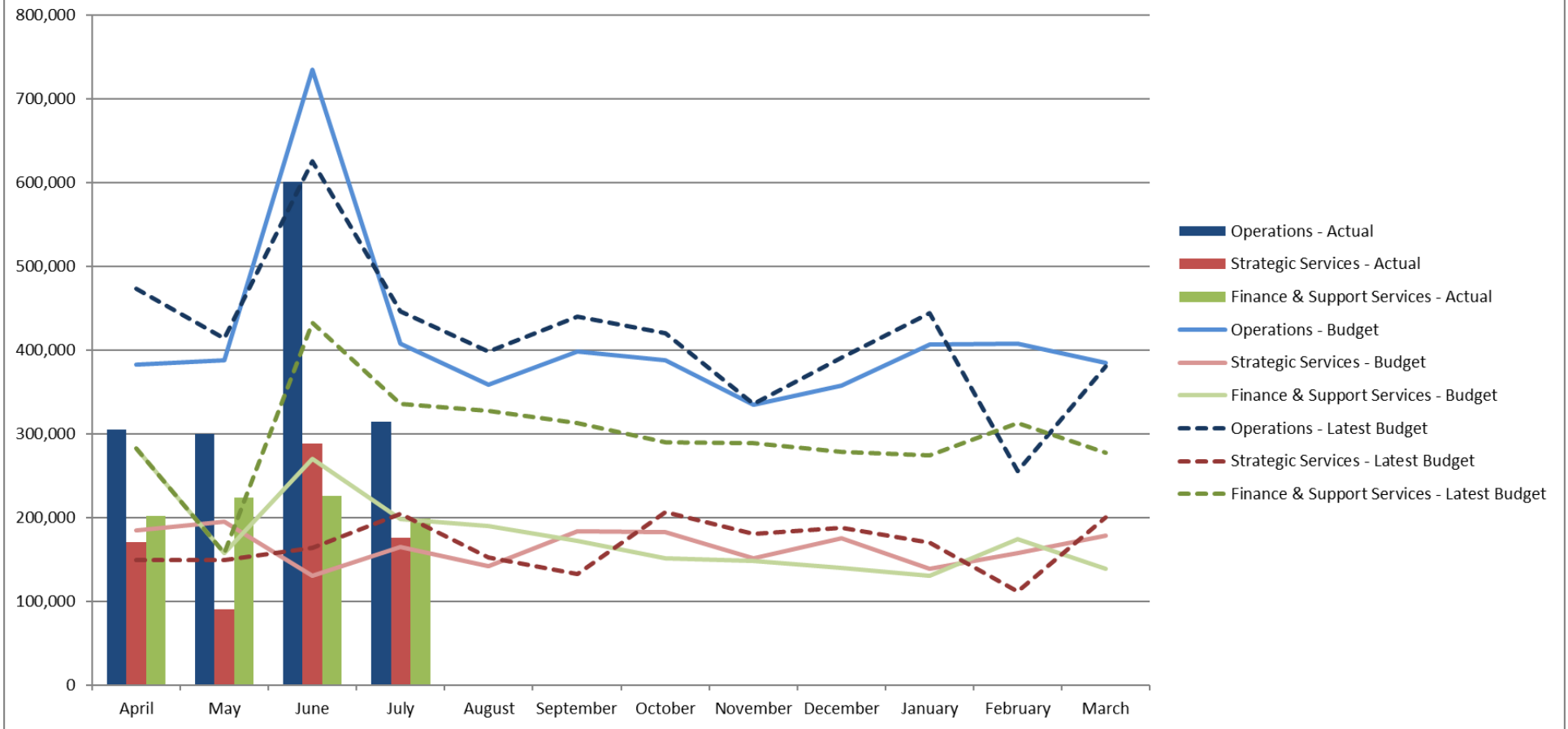
Appendix 1 – Consolidated actual income and expenditure charts to 31 July 2025

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

Appendix 1 – Consolidated actual income and expenditure charts to 31 July 2025



Consolidated Net Actual Expenditure against Original and Latest Budget



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

Table 1

Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(8,166,878)	(1,217,000)	(9,383,878)	(9,306,144)	-77,734
National Park Grant	(3,414,078)	(1,160,000)	(4,574,078)	(4,574,078)	0
Hire Craft Tolls	(1,489,000)	0	(1,489,000)	(1,456,526)	-32,474
Private Craft Tolls	(3,057,000)	0	(3,057,000)	(3,011,740)	-45,260
Short Visit Tolls	(63,540)	0	(63,540)	(63,540)	0
Other Toll Income	(33,260)	0	(33,260)	(33,260)	0
Interest	(110,000)	(57,000)	(167,000)	(167,000)	0

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,947,875	64,174	5,012,049	4,871,029	141,020
Construction and Maintenance Salaries	1,714,980	5,990	1,720,970	1,644,800	76,170
Salaries	1,714,980	5,990	1,720,970	1,644,800	76,170
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	676,500	0	676,500	676,500	0
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	677,700	0	677,700	677,700	0
Water Management	101,280	0	101,280	101,280	0
Expenditure	101,280	0	101,280	101,280	0
Land Management	(102,950)	0	(102,950)	(102,950)	0
Income	(221,935)	0	(221,935)	(221,935)	0
Expenditure	118,985	0	118,985	118,985	0
Practical Maintenance	531,215	(17,026)	514,189	484,189	30,000
Income	(26,425)	(38,025)	(64,450)	(64,450)	0
Expenditure	557,640	20,999	578,639	548,639	30,000
Waterways and Recreation Strategy	58,900	20	58,920	33,670	25,250

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	0	(148,092)	(148,092)	(148,092)	0
Salaries	52,500	20	52,520	27,270	25,250
Expenditure	6,400	148,092	154,492	154,492	0
Ranger Services	1,350,110	75,970	1,426,080	1,418,460	7,620
Income	0	0	0	0	0
Salaries	996,110	970	997,080	989,460	7,620
Expenditure	353,750	75,000	428,750	428,750	0
Pension Payments	250	0	250	250	0
Safety	141,480	740	142,220	141,530	690
Income	(750)	0	(750)	(750)	0
Salaries	96,230	740	96,970	96,280	690
Expenditure	46,000	0	46,000	46,000	0
Premises	300,040	0	300,040	300,040	0
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	302,540	0	302,540	302,540	0
Operations Management and Administration	161,320	(1,520)	159,800	158,510	1,290
Salaries	159,320	(1,520)	157,800	156,510	1,290

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	2,000	0	2,000	2,000	0
Project Funding	15,000	0	15,000	15,000	0
Expenditure	15,000	0	15,000	15,000	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	1,982,949	17,078	2,000,027	1,881,741	118,286
Development Management	528,270	11,160	539,430	515,740	23,690
Income	(95,000)	15,000	(80,000)	(80,000)	0
Salaries	528,200	(3,840)	524,360	500,670	23,690
Expenditure	89,070	0	89,070	89,070	0
Pension Payments	6,000	0	6,000	6,000	0
Strategy and Projects Salaries	292,469	11,988	304,457	302,831	1,626
Income	(115,513)	(223,813)	(339,326)	(339,326)	0
Salaries	331,640	0	331,640	329,520	2,120
Expenditure	76,342	235,801	312,143	312,637	-494
Strategy and Projects	0	0	0	0	0
Expenditure	0	0	0	0	0
Biodiversity Strategy	8,520	0	8,520	8,520	0
Expenditure	8,520	0	8,520	8,520	0
Human Resources	178,720	1,500	180,220	179,350	870
Salaries	112,720	0	112,720	111,850	870

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	66,000	1,500	67,500	67,500	0
Volunteers	70,050	0	70,050	69,600	450
Salaries	56,550	0	56,550	56,100	450
Expenditure	13,500	0	13,500	13,500	0
Communications	397,180	3,780	400,960	346,340	54,620
Income	(250)	0	(250)	(250)	0
Salaries	325,130	3,780	328,910	274,290	54,620
Expenditure	72,300	0	72,300	72,300	0
Visitor Centres and Yacht Stations	365,530	(11,350)	354,180	350,680	3,500
Income	(261,000)	(73,800)	(334,800)	(334,800)	0
Salaries	499,210	(2,550)	496,660	493,160	3,500
Expenditure	127,320	65,000	192,320	192,320	0
Strategic Services Management and Administration	142,210	0	142,210	108,680	33,530
Salaries	140,710	0	140,710	107,180	33,530
Expenditure	1,500	0	1,500	1,500	0

Table 4

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 & Support Services	2,151,681	1,436,946	3,588,627	3,570,807	17,820
National Park Grant	0	1,385,058	1,385,058	1,385,058	0
Expenditure	0	1,385,058	1,385,058	1,385,058	0
Legal	95,000	0	95,000	95,000	0
Income	(5,000)	0	(5,000)	(5,000)	0
Expenditure	100,000	0	100,000	100,000	0
Governance	274,690	12,850	287,540	279,390	8,150
Salaries	212,480	(7,150)	205,330	197,180	8,150
Expenditure	62,210	20,000	82,210	82,210	0
Chief Executive	139,990	30,000	169,990	168,920	1,070
Salaries	139,490	0	139,490	138,420	1,070
Expenditure	500	30,000	30,500	30,500	0
Asset Management	118,740	0	118,740	118,340	400
Income	(26,300)	0	(26,300)	(26,300)	0
Salaries	51,240	0	51,240	50,840	400
Expenditure	93,800	0	93,800	93,800	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Premises – Head Office	145,000	4,028	149,028	149,028	0
Expenditure	145,000	4,028	149,028	149,028	0
Finance and Insurance	603,100	4,970	608,070	605,740	2,330
Salaries	293,150	4,970	298,120	295,790	2,330
Expenditure	309,950	0	309,950	309,950	0
Collection of Tolls	236,570	40	236,610	232,780	3,830
Salaries	224,070	40	224,110	220,280	3,830
Expenditure	12,500	0	12,500	12,500	0
ICT	538,591	0	538,591	536,551	2,040
Salaries	261,150	0	261,150	259,110	2,040
Expenditure	277,441	0	277,441	277,441	0

Table 5

Projects and Corporate items

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Projects and Corporate Items	8,400	0	8,400	8,400	0
Partnerships / HLF	0	0	0	0	0
Expenditure	0	0	0	0	0
Corporate Items	8,400	0	8,400	8,400	0
Expenditure	8,400	0	8,400	8,400	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	(750,043)	(257,295)	(1,007,338)	(976,145)	-31,193
Earmarked Reserves	(750,043)	(257,295)	(1,007,338)	(976,145)	-31,193
Expenditure	(750,043)	(257,295)	(1,007,338)	(976,145)	-31,193

Table 7

Net (Surplus) / Deficit

Row labels	Original Budget (Consolidated) £	Budget Adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast Outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Grand Total	173,984	43,903	217,887	49,688	168,199

Broads Authority

19 September 2025

Agenda item number 10

Local Nature Recovery Strategy final draft

Report by Environment Policy Adviser

Purpose

Norfolk County Council and Suffolk County Council have prepared final Local Nature Recovery Strategies (LNRSs) for Norfolk and Suffolk, with input from the Broads Authority. The Strategies have gone through public consultation. As a ‘Supporting Authority’, the Broads Authority is being asked to approve the publication of the final LNRSs.

Broads Plan context

Theme B - Improving landscapes for biodiversity and agriculture. Other themes in the Broads Plan will also benefit

Recommended decision

To approve the final Norfolk LNRS and Suffolk LNRS.

Contents

1.	Introduction	1
2.	Approval of the LNRS prior to publication	2
3.	LNRS timetable – next steps	3
4.	Engagement	3
5.	Local Habitat Map	5
6.	Planning	6
7.	Next Steps	6
8.	Financial implications	7
9.	Risk implications	7

1. Introduction

- 1.1. The Local Nature Recovery Strategies (LNRSs) are statutory plans, required by the Environment Act 2021. The Broads is covered by two LNRSs: the Norfolk and Suffolk

strategies, led by Norfolk County Council and Suffolk County Council, respectively. Both Councils are working with the 'Norfolk and Suffolk Nature Recovery Partnership' (NSNRP) which supports the work associated with the development of the LNRs. Broads Authority officers take part in the NSNRP.

- 1.2. The core purposes of LNRs are to agree priorities for nature's recovery, map the most valuable existing areas for nature, and map specific proposals for creating or improving habitat.
- 1.3. The inclusion of land in a LNRs is not a statutory designation so does not confer any protection or prevent land uses. Instead, the LNRs maps are opportunity maps intended to guide and inform planning and nature recovery activities.
- 1.4. The Broads Authority is a Supporting Authority and has been actively involved in the preparation of the LNRs. Officers have advised the Responsible Authorities to ensure that the LNRs align with local planning processes, comply with Section 245 (Protected Landscapes) of the Levelling-up and Regeneration Act 2023 (LURA), as reported to the Broads Authority on 24 January 2025, [Draft Local Nature Recovery Strategy](#) and complement the Broads Nature Recovery Strategy, its targets, focus, and ambitions. For example, officers reviewed the mapping, helped define irreplaceable habitats and species, reviewed early drafts, and provided case studies.
- 1.5. Under the Environment (Local Nature Recovery Strategies) (Procedure) Regulations 2023, Norfolk and Suffolk County Councils must submit the final LNRs to all Supporting Authorities during the pre-publication stage. A Supporting Authority may raise an objection within 28 days of receiving the pre-publication LNRs if they believe it doesn't meet the requirements of the Environment Act 2021 or the supporting guidance, or if it lacks necessary information or consultation.

2. Approval of the LNRs prior to publication

- 2.1. On 15 September 2025, the Broads Authority will receive the consultation drafts (see Appendix 1). The formal pre-consultation period will run from 15 September to 13th October 2025.
- 2.2. At this stage, Norfolk and Suffolk County Councils are not requesting detailed comments on the pre-publication LNRs, these have been provided by officers during the process, but rather whether Supporting Authorities are satisfied for the publication to proceed.
- 2.3. Officers have reviewed the documents and recommend that the Broads Authority confirm in writing its agreement for the publication to proceed, noting that:
 - The LNRs include all required elements under Section 106 of the Environment Act, including a statement of biodiversity priorities and a local habitat map.
 - The development of the LNRs have been collaborative, involving the Broads Authority and other stakeholders.

3. LNRS timetable – next steps

3.1. Approval of LNRSs must follow certain stages. The Norfolk and the Suffolk LNRSs have the same timetable, as detailed in Table 1 below.

Table 1

Expected timetable towards Norfolk & Suffolk LNRSs publication

Activity	Date
Supporting Authorities’ consultation (2) final version Including all local planning authorities, Broads Authority and Natural England	15 September to 13 October
Cabinet reports by Responsible Authorities Suffolk County Council	9 September
Norfolk County Council	13 October
Release of LNRSs	31 October
Launch Event Carlton Marshes	6 November

3.2. The current role for the Broads Authority as a Supporting Authority includes:

- Contributing to a partnership focused on LNRS delivery, building on existing governance and partnerships.
- Making links with other parts of the Authority, Responsible Authority and Supporting Authorities to promote use of the LNRS in other decision making (for example Spatial Development Strategies, Local Growth Plans, public health, climate resilience and adaptation).
- Identifying, developing and publicising projects that will contribute to LNRS delivery, along with the Broads Nature Recovery Strategy.

4. Engagement

4.1. The LNRSs have been developed following Defra's statutory guidance, with a series of events, workshops, and surveys throughout 2024 and 2025 to engage a wide audience. Norfolk and Suffolk County Councils have worked together to engage a wide range of stakeholders. The public consultation has indicated strong support for the LNRSs and the priorities and measures in it, as well as providing further useful feedback and information. Much of the feedback has been taken on board in the final draft LNRSs, with the themes of the main changes set out in 4.5..

4.2. During the consultation engagement reached over 8,205 people in Norfolk and 28,000 in Suffolk, including involving both digital and in-person engagement.

- 4.3. The response to the public consultation Norfolk's draft LNRS included 655 responses compared to 530 from Suffolk: The responses are shown from Norfolk and Suffolk respectively (for example Norfolk/Suffolk): 288/210 online survey responses, 15/21 detailed stakeholder responses and 352/299 comments on the Local Habitat Map.
- 4.4. The survey responses reflected strong support for and engagement with both the draft strategy and the Local Habitat Map. The responses demonstrated a high level of local knowledge throughout. The public consultation has provided evidence that there is consensus with the draft LNRSs. The percentage responses are shown from Norfolk and Suffolk respectively (for example 78% Norfolk/78% Suffolk):
- 78%/78% agreed or strongly agreed that the purpose and aims of the Norfolk/Suffolk LNRS are clear.
 - 78%/73% agreed or strongly agreed that the strategy explains what nature recovery could take place in each area.
 - 74%/71% agreed or strongly agreed that the draft strategy was easy to understand.
 - 69%/64% agreed or strongly agreed that the mapping was easy to understand, with 63%/57% agreeing or strongly agreeing that the mapping was easy to use.
 - 92%/87% agreed or somewhat agreed with the proposed priority habitats and recovery measures, with only 8%/7% expressing disagreement.
 - 89%/86% agreed or somewhat agreed with the identified priority species and associated recovery measures, and just 11%/8% disagreed.
- 4.5. Both Norfolk and Suffolk County Councils, are integrating feedback from the public consultation as far as possible into the final LNRSs and Local Habitat Map. The main changes included:
- Document Accessibility and Length: Document too long, resulting from needing to comply with required guidance. Clarity, navigation, and signposting is improved.
 - Mapping, Data & Evidence: Usability and accessibility of the mapping has improved and a dashboard will be created. There are limitations with the accuracy and strength of the data sets that have been used to create the map. These are beyond the control of the LNRS process.
 - Nature Recovery Scope: The wording within the document has been strengthened based on comments including further details of the public body duty to support statutory purposes of Protected Landscapes, landscape connectivity and greater alignment with Landscape Recovery Schemes.
 - Implementation, Monitoring and Governance: The purpose of the LNRS is the prioritisation, mapping and determination of appropriate measures for nature

recovery. LNRS statutory guidance did not require delivery plans or implementation structures to be incorporated into the document. LNRS delivery plans will develop through the NSNRP. The Environment Act states that once published, a LNRS will be reviewed no sooner than 3 years after that date, and no longer than 10 years.

- Development and Land Use Pressures: LNRSs are not designed to be a barrier to development but a tool to identify the best opportunity for integrating nature recovery practices within planning systems. Relevant legal documents will need to 'have regard' to LNRSs. LNRSs will not create new designations or protect pieces of land as the ultimate decision lies with the landowner. Clarification on the LNRSs and planning policy, has been further highlighted in the documents.
- Environmental Pressures and Climate Change: Further detail on water quality and the impacts of pollution and the changing climate on our aquatic environment is included.
- Benefits and Co-Benefits of Nature Recovery: statements and assigned benefits from habitat specific actions are strengthened and clarified, with for example improved cross referencing.
- 'Social Engagement and Inclusion', 'Funding, Incentives and Feasibility': Comments will help shape the next stage of work to develop delivery of nature recovery.
- Habitats and species: Expert input has resulted in amendment of the potential measures for species, assemblages and habitat and some flagship species have been removed as recovery is dependent on long-term investment including for instance a significant reduction in aerial nitrogen. Changes do not affect the Broads.

5. Local Habitat Map

- 5.1. The latest version of the LNRSs Local Habitat Map is not available for inclusion in this paper. The Broads Areas of Particular Importance for Biodiversity (APIB) is 31% of the Broads. The Areas that Could Become of particular importance (ACB) is 56%.
- 5.2. ACIB is where importance for biodiversity has already been recognised and protected, it includes protected and designated sites and known areas of irreplaceable habitats (for example fen). ACB is where areas have been identified for habitat creation, enhancement and protection. These are a direct result of ecological rules-based modelling and stakeholder engagement.
- 5.3. Measures for creation and restoration of habitats are also mapped and are advisory only. They are not legally binding, but are intended to:
 - Guide and inform local decision-making.

- Help target funding (e.g. through ELMS or Biodiversity Net Gain).
- Support voluntary action by landowners, communities, and planners.
- Influence strategic planning and land management priorities.

6. Planning

- 6.1. LNRSs carry strategic weight. Local planning authorities must ‘have regard’ to LNRSs to comply with their duty to conserve and enhance biodiversity and the natural environment. By supporting the best opportunities to create or improve habitats to conserve and enhance biodiversity, including where this may enable development in other locations.
- 6.2. The [Planning Policy Guidance](#) PPG explains the LNRSs are a material consideration in the planning process. This means a planning application may need to demonstrate how it aligns with the LNRS, typically within a planning or design statement alongside other local policy considerations. While an LNRS is unlikely to block development, it could influence the need for mitigation or compensation measures. Ultimately, the weight given to an LNRS in decision-making will depend on the specific circumstances of the application and the evolving planning case law.
- 6.3. If a habitat is created or enhanced in an LNRSs identified area, landowners may benefit from a 1.15x Biodiversity Net Gain (BNG) uplift (a 15% increase in units). This “strategic significance multiplier” can make BNG delivery more valuable by generating more units from the same land. This incentivises developers and landowners to prioritise work where it aligns with local nature recovery goals.

7. Next Steps

- 7.1. Following the Supporting Authorities pre-publication consultation, if there are no objections to publication received, the LNRSs will be published and submitted to Defra by the end of October 2025.
- 7.2. A Norfolk and Suffolk Nature Recovery Partnership Conference, focusing on next steps and implementation, was held in July 2025, and attended by around 90 stakeholders from across sectors and areas, including the Broads Authority’s Environment Policy Adviser. Their enthusiasm and engagement in delivery of the LNRS outcomes was evident. Future plans include the County Councils working with specific stakeholders with a focus on maximising the delivery of priorities and measures in the LNRSs.
- 7.3. It is expected that the County Councils will continue to have a role at least to April 2026, for which Defra funding has been confirmed. This includes:
 - Leading and convening a partnership focused on LNRS delivery, building on existing governance and partnerships, including Local Nature Partnerships

- Making links within the county councils and Supporting Authorities to promote use of LNRSs in other decision making (for example Spatial Development Strategies, Local Growth Plans, public health, climate resilience and adaptation)
- Identifying, developing and publicising projects that will contribute to LNRS delivery
- Track activities or projects that are delivering LNRS priorities that are being funded outside of public funding schemes and sharing this information with Natural England

8. Financial implications

- 8.1. There are no direct financial implications for the Authority, apart from officer time related to the attending of LNRSs Supporting Authority meetings, theme working groups and the NSNRP. The Government has provided funding to the 48 'Responsible Authorities' in England for the preparation of LNRSs.

9. Risk implications

- 9.1. Broads Authority interests not suitably included in the LNRSs: The Broads Authority is fully engaged in the LNRS process through being included in both Norfolk and the Suffolk LNRSs Supporting Authority meetings, multiple theme working groups, including Planning, and the NSNRP, which has mitigated this risk.
- 9.2. The Broads Authority Biodiversity Duty report does not consider the LNRSs: The Broads Authority has:
- Considered what we can do to conserve and enhance biodiversity by 1 January 2024;
 - Agreed policies and specific objectives based on their consideration as soon as possible after 1 January 2024; and;
 - Will act to deliver the policies and achieve these objectives and report on them by 1 January 2026, which will include delivery of the LNRSs.
- 9.3. Information on the LNRSs not being disseminated effectively, leading to non-engagement with stakeholders: Norfolk and Suffolk County Councils are leading the engagement activities alongside the Norfolk and Suffolk LNRSs preparation. Broads Authority supports communication of progress through relevant communication channels.

Author: Andrea Kelly

Date of report: 28 August 2025

Background papers: [Draft Local Nature Recovery Strategies](#) and [The Authority's role in Local Nature Recovery Strategies and Biodiversity Duty Consideration](#)

[Broads Plan](#) strategic objectives: all strategic objectives in Theme B

Appendix 1 – Pre-publication draft Suffolk Local Nature Recovery Strategy

Appendix 2 - [Norfolk Local Nature Recovery Strategy pre-publication consultation](#)

(published 15 September 2025)

Appendix 3 - [Suffolk Local Nature Recovery Strategy pre-publication consultation](#) (published 15 September 2025)

Broads Authority

19 September 2025

Agenda item number 11

Protected Landscapes Targets and Outcomes Framework

Report by Sustainability Manager

Purpose

To update members on Protected Landscapes Targets and Outcomes Framework (PLTOF), and to ask members to endorse appending them to the Broads Plan

Broads Plan context

The PLTOF targets cover most of the areas of the Broads Plan, and the Broads specific targets are to be included in the revised Broads Plan from 2028 onwards.

Recommended decision

Note the contents of the report and approve the draft appendix for inclusion in the Broads Plan.

1. Introduction

- 1.1. The Protected Landscapes Targets and Outcomes Framework (PLTOF) consists of 10 targets, first published in 2024. Since then, we have been working with DEFRA and other Protected Landscapes on scoping the baselines and individual landscape targets (where relevant).
- 1.2. The 10 targets are:
 - i. **Target 1:** Restore or create more than 250,000 hectares of a range of wildlife-rich habitats within Protected Landscapes, outside protected sites by 2042 (from a 2022 baseline).
 - ii. **Target 2:** Bring 80% of SSSIs within Protected Landscapes into favourable condition by 2042.
 - iii. **Target 3:** For 60% of SSSIs within Protected Landscapes assessed as having “actions on track” to achieve favourable condition by 31 January 2028.
 - iv. **Target 4:** Continuing favourable management of all existing priority habitat already in favourable condition outside of SSSIs (from a 2022 baseline) and

increasing to include all newly restored or created habitat through agri-environment schemes by 2042.

- v. **Target 5:** Ensuring at least 65% to 80% of land managers adopt nature friendly farming on at least 10% to 15% of their land by 2030.
 - vi. **Target 6:** Reduce net greenhouse gas emissions in Protected Landscapes to net zero by 2050 relative to 1990 levels.
 - vii. **Target 7:** Restore approximately 130,000 hectares of peat in Protected Landscapes by 2050.
 - viii. **Target 8:** Increase tree canopy and woodland cover (combined) by 3% of total land area in Protected Landscapes by 2050 (from 2022 baseline).
 - ix. **Target 9:** Improve and promote accessibility to and engagement with Protected Landscapes for all using existing metrics in our Access for All programme.
 - x. **Target 10:** Decrease the number of nationally designated heritage assets at risk in Protected Landscapes.
- 1.3. 3 of the targets (1, 7 and 8) required local targets to be set. These targets have been collated and collectively the Protected Landscapes have set adequate local targets to achieve the national target. The Broads’ locally apportioned target was included in the Broads Nature Recovery Strategy, which was approved by members in November 2024.
- 1.4. The remainder of the targets are set as absolute figures, and so there has been no local apportionment work.
- 1.5. Progress will be reported on annually by DEFRA, with the first Progress Report Published in July 2025. [Protected Landscape Targets and Outcomes Framework progress report - GOV.UK](#)

2. Broads targets

Table 1

Apportioned Broads Targets

Target	Broads’ Apportionment
Target 1: Restore or create more than 250,000 hectares of a range of wildlife-rich habitats within Protected Landscapes, outside protected sites by 2042 (from a 2022 baseline)	2,384ha
Target 7: Restore approximately 130,000 hectares of peat in Protected Landscapes by 2050	2,000ha

Target	Broads' Apportionment
Target 8: Increase tree canopy and woodland cover (combined) by 3% of total land area in Protected Landscapes by 2050 (from 2022 baseline).	Zero

Further detail on setting these provisional targets is set out in the [Broads Nature Recovery Strategy 2024-29](#).

The full details of the targets, including the data that is currently available for the Broads Executive Area, and commentary from officers is in Appendix 2.

3. Next Steps

- 3.1. DEFRA has indicated that all Protected Landscapes are to incorporate the PLTOF targets into their management plans. As the Broads Plan is not due for replacement until 2028, this will need to be done as an appendix to the existing management plan.
- 3.2. A draft Annex is attached as Appendix 1 for approval. It is proposed to add this to the Broads Plan section of the Broads Authority website once it is approved by members.
- 3.3. This has been drafted using a model prepared by the North York Moors National Park Authority. It places each target in context by linking to the existing Broads Plan Goals.
- 3.4. When the new Broads Plan is prepared, it will need to incorporate the PLTOF targets. The exact nature of this is still pending guidance from DEFRA.

Author: Harry Mach

Date of report: 01 September 2025

[Broads Plan](#) strategic objectives: A2, A3, B3, B4, B5, D1, E1, E2, E3, E4

Appendix 1 – Draft Annex to the Broads Plan

Appendix 2 – Further details on PLTOF Targets

Appendix 1 – Draft Annex to the Broads Plan

PLTOF Target	Management Plan Objective	Target
<p>Target 1: Restore or create more than 250,000 hectares of a range of wildlife-rich habitats within Protected Landscapes, outside protected sites by 2042 (from a 2022 baseline)</p>	<p>B3 - Seek biodiversity net gain and enhance areas of fen, reed bed, grazing marsh and wet woodland, to protect peatlands as carbon sinks</p>	<p>Locally Apportioned Target. Target: 2,384 by 2042</p>
<p>Target 2: Bring 80% of SSSIs within Protected Landscapes into favourable condition by 2042</p>	<p>B3 - Seek biodiversity net gain and enhance areas of fen, reed bed, grazing marsh and wet woodland, to protect peatlands as carbon sinks</p> <p>B4 - Define, implement and monitor management regimes for priority species and invasive non-native species</p> <p>B5 - Improve partnership coordination and communication of Broads biodiversity monitoring and research effort, linked to the National Biodiversity Network</p>	<p>Same Target. The 2024 baseline for the Broads is 57.8%.</p>
<p>Target 3: For 60% of SSSIs within Protected Landscapes assessed as having “actions on track” to achieve favourable condition by 31 January 2028</p>	<p>B3 - Seek biodiversity net gain and enhance areas of fen, reed bed, grazing marsh and wet woodland, to protect peatlands as carbon sinks</p>	<p>Same Target. The 2024 baseline for the Broads is 6.9%</p>

	<p>B4 - Define, implement and monitor management regimes for priority species and invasive non-native species</p> <p>B5 - Improve partnership coordination and communication of Broads biodiversity monitoring and research effort, linked to the National Biodiversity Network</p>	
<p>Target 4: Continuing favourable management of all existing priority habitat already in favourable condition outside of SSSIs (from a 2022 baseline) and increasing to include all newly restored or created habitat through agri-environment schemes by 2042</p>	<p>B3 - Seek biodiversity net gain and enhance areas of fen, reed bed, grazing marsh and wet woodland, to protect peatlands as carbon sinks</p> <p>B4 - Define, implement and monitor management regimes for priority species and invasive non-native species</p> <p>B5 - Improve partnership coordination and communication of Broads biodiversity monitoring and research effort, linked to the National Biodiversity Network</p>	Indicator and baseline TBD
<p>Target 5: Ensuring at least 65% to 80% of land managers adopt nature friendly farming on at least 10% to 15% of their land by 2030.</p>	<p>B3 - Seek biodiversity net gain and enhance areas of fen, reed bed, grazing marsh and wet woodland, to protect peatlands as carbon sinks</p> <p>B4 - Define, implement and monitor management regimes for priority species and invasive non-native species</p>	Indicator and baseline TBD

	B5 - Improve partnership coordination and communication of Broads biodiversity monitoring and research effort, linked to the National Biodiversity Network	
Target 6: Reduce net greenhouse gas emissions in Protected Landscapes to net zero by 2050 relative to 1990 levels.	<p>A2 - Work towards making all Broads Authority operations carbon neutral by 2030 and carbon zero by 2040.</p> <p>A3 - Agree carbon reduction targets for the Broads National Park and promote action to reduce emissions.</p>	<p>Same target.</p> <p>The 2022 baseline is 404 thousand tonnes of CO2. This is a reduction of 27.5% from 2005.</p>
Target 7: Restore approximately 130,000 hectares of peat in Protected Landscapes by 2050	<p>A3 - Agree carbon reduction targets for the Broads National Park and promote action to reduce emissions.</p> <p>B3 - Seek biodiversity net gain and enhance areas of fen, reed bed, grazing marsh and wet woodland, to protect peatlands as carbon sinks</p>	<p>Locally apportioned target.</p> <p>Target: 2,000ha by 2050</p>
Target 8: Increase tree canopy and woodland cover (combined) by 3% of total land area in Protected Landscapes by 2050 (from 2022 baseline).	B3 - Seek biodiversity net gain and enhance areas of fen, reed bed, grazing marsh and wet woodland, to protect peatlands as carbon sinks	<p>Locally apportioned target</p> <p>Target: It has been decided to focus on other habitats in the Broads, given the special features of its open landscapes.</p>
Target 9: Improve and promote accessibility to and engagement with Protected Landscapes for all using existing metrics in our Access for All programme.	E1 - Improve the integrated network of access routes and points (with easier access for people with mobility and sensory needs), linked to visitor facilities	Indicator and baseline TBD

	<p>E2 - Offer a coordinated and year-round programme of visitor activities that promote a 'Broads' experience', taking measures to prevent any adverse environmental impacts</p> <p>E3 - Maintain and upgrade the range and provision of integrated multimedia interpretation about the special qualities of the Broads National Park, and 'point of need' information for visitors</p> <p>E4 - Strengthen the quality and distinctiveness of the local tourism offer, including careers and skills training</p>	
<p>Target 10: Decrease the number of nationally designated heritage assets at risk in Protected Landscapes</p>	<p>D1 - Record, protect and enhance local built and cultural features, archaeology, geodiversity and potential hidden heritage, including 'at risk' assets</p>	<p>Indicator and baseline TBD</p>

Appendix 2 – Further details on the PLTOF Targets

Target	Indicators	Broads data	Notes
Target 1: Restore or create more than 250,000 hectares of a range of wildlife-rich habitats within Protected Landscapes, outside protected sites by 2042.	Extent of wildlife rich habitat created or restored within Protected Landscapes, outside of protected sites 57% of the Broads is counted as priority habitat.	For the Broads, the area based allocation is 2,384ha, equating to 119ha per year from 2022 to 2042.	No additional notes.
Target 2: Bring 80% of SSSIs within Protected Landscapes into favourable condition by 2042.	Percentage of Sites of Special Scientific Interest (SSSI) features within Protected Landscapes assessed as having favourable condition.	For the Broads, the current figure is 57.8% (2024). Total SSSI features: 204 Favourable: 118 Recovering: 36 No Change: 21 Declining: 10 Not Recorded: 19	The national figure is 40% for protected landscapes, and 41% for England as a whole. There has been a change to the way Natural England records SSSIs, with new records looking at “features” rather than the overall SSSI. This is why the wording of the indicator does not exactly match the wording of the target. Every site is currently being reassessed by NE, so these figures are expected to be updated in the near future.
Target 3: 60% of SSSIs within Protected Landscapes assessed as having ‘actions on track’ to achieve favourable condition by 31 January 2028.	Percentage of SSSI features within Protected Landscapes assessed as having ‘actions on track’ to achieve favourable condition	For the Broads, the current figure is 6.9% (October 2024) Total SSSI features: 204 190 Negative 14 positive	The following definition of “actions on track” is given by the Natural England Technical Information Note TIN216. “The assessment of SSSIs to have “actions on track” to achieve favourable conditions is based on: • the feature’s current condition • the status and timing of associated management actions

			<ul style="list-style-type: none"> • whether the condition assessment is up to date <p>Features are classified as having ‘Actions on track’ if they meet the criteria above (for example, favourable condition or active, timely management). Features not meeting these criteria are classified as ‘Actions not on track’, and actions marked ‘Archived’ or ‘Not Applicable’ are excluded”</p> <p>These three criteria mean that a site can be assessed as in favourable condition, but not having actions on track to achieve favourable condition. This means the indicator for this target can show a lower baseline than for target 2.</p>
<p>Target 4: Continuing favourable management of all existing priority habitat already in favourable condition outside of SSSIs (from a 2022 baseline) and increasing to include all newly restored or created habitat through agri-environment schemes by 2042.</p>	<p>Extent of priority habitat within Protected Landscapes, outside of protected sites, in favourable management through agri-environment schemes</p>		<p>No data has been provided for this target, with the indicator still being listed as under development.</p>
<p>Target 5: Ensuring at least 65% to 80% of land managers adopt nature friendly farming on at least 10% to 15% of their land by 2030</p>	<p>Percentage of land managers adopting nature-friendly farming on_ a percentage of their land</p>		<p>No data has been provided for this target, with the indicator still being listed as under development.</p>

<p>Target 6: Reduce net greenhouse gas emissions in Protected Landscapes to net zero by 2050 relative to 1990 levels</p>	<p>Level of greenhouse gas emissions within Protected Landscapes</p>	<p>2005 emissions: 558.2 kTCO₂e 2022 emissions: 404.5 kTCO₂e Total reduction: 27.5%</p>	<p>This has been calculated using the centrally collated DESNEZ dataset. This methodology is currently being revised. It does not use the National Parks developed methodology, which we are continuing to track separately.</p> <p>The currently available datasets only extend back to 2005.</p> <p>We are also anticipating significant revisions when the small boat emissions methodology is reviewed, as we believe it overstates emissions by around 90 kTCO₂e.</p>
<p>Target 7: Restore approximately 130,000 hectares of peat in Protected Landscapes by 2050</p>	<p>Extent of peat committed for restoration in Protected Landscapes</p>	<p>Revised provisional target: 2,000ha (equivalent to 80ha/year from 2022–2050)</p>	<p>The UK Government’s national target is 32,000 hectares per year. For the Broads, an initial target of 4,438ha was set, though it did not account for peat already under high water tables in floodplain fen. The Broads Peat Partnership focuses on 2,000ha of drained deep peat, engaging farmers to create peat-forming habitats, measured through schemes like ‘Fen creation,’ ‘Raised water table on peat,’ and ‘Reedbed creation.’</p> <p>With no constraints, 100% of this area could be restored. However, achieving these targets depends on overcoming several site specific challenges, such as:</p> <ul style="list-style-type: none"> • Securing permissions • Ensuring farm viability • Managing water storage and management costs • Addressing conflicts with other land uses and infrastructure
<p>Target 8: Increase tree canopy and woodland cover (combined) by 3% of total</p>	<p>Extent of tree canopy and woodland cover in Protected Landscapes</p>	<p>The Broads has a target of zero</p>	<p>The Broads is known for its open priority habitats and landscapes, with limited woodland mainly in wet areas of the Ant, Waveney, and Muckfleet valleys. While woodland</p>

<p>land area in Protected Landscapes by 2050 (from 2022 baseline).</p>			<p>adds to the landscape, it is not a defining feature. Opportunity maps show limited suitable land for planting, and most proposals are refused due to conflicts with landscape character, species conservation, priority habitats, or deep peat areas. Tree-planting schemes are already well-covered at national and county levels.</p>
<p>Target 9: Improve and promote accessibility to and engagement with Protected Landscapes for all using existing metrics in our Access for All programme.</p>	<ul style="list-style-type: none"> • Metres of accessible path as a % of total path • Number of accessible toilets and rest stops • Number of disability accessible parking spaces • Number of accessible gates and gaps • Number of visits and volunteer days facilitated by new equipment • Number of schools engaged (primary and secondary) both inside and outside the Protected Landscape boundary • Number of volunteer days • Number of accessible or easy access routes for which wayfinding 		<p>We are still awaiting a target to supplement these indicators. We do not yet know how this will be apportioned among the Protected Landscapes.</p>

	<p>has been created or improved</p> <ul style="list-style-type: none"> • Policies in place to ensure Protected Landscapes are taking positive action to widen the diversity of their staff, boards and volunteers 		
<p>Target 10: Decrease the number of nationally designated heritage assets at risk in Protected Landscapes</p>	<p>Decrease the number of nationally designated heritage assets at risk in Protected Landscapes</p>	<p>Currently 11% of Grade I & II* listed buildings are at risk.</p> <p>The data does not include Grade II. Grade I and II* only covers 55 of the 269 listed buildings in the Broads.</p>	<p>We are still awaiting a target for this indicator – the measurement may be challenging as adding buildings to the “at risk” register does not necessarily mean that there has been any change in the level of risk, it may simply mean that it has been recorded for the first time.</p> <p>The challenges of this indicator were discussed at the Broads Authority HARG group in June 2024, including the difficulty in compelling improvements to assets the BA does not own or control.</p>

Broads Authority

19 September 2025

Agenda item number 12

National Park Capital Programme 2025/26 update

Report by Chief Executive

Purpose

This report updates members on the implementation of this year's capital programme.

Broads Plan context

The capital expenditure supports several Broads Plan themes: B Improving landscapes for biodiversity and nature; C Maintaining and enhancing the navigation; and E Promoting understanding and enjoyment.

Recommended decision

Note the progress made in delivery of the programme and the adjustment made to purchase a tug rather than a 360° excavator.

1. Introduction

- 1.1. A draft capital programme was adopted by members at the last meeting. The Authority has been allocated £1.3 million and the Table in the Appendix shows the progress made to date.

2. Progress in delivery

- 2.1. The table in Appendix 1 shows that good progress is being made in implementing the Capital Programme and that a reserve list is in place to ensure that the full amount of the capital grant can be spent. Officers are proposing to amend the programme replacing the purchase of a 360° degree excavator with a tug because the need for the latter is more pressing. It will be useful for moving equipment around the waterways.

3. Financial implications

- 3.1. The capital grant will provide limited help with the reduction in National Park Revenue Grant but it will enable the Authority to deliver some significant projects across the Broads. As final quotes and tenders are received for the prioritised items, the total budget available and potential to purchase items from the reserve list, or alternatives, will be updated.

4. Risk implications

- 4.1. The main risk was with the purchase of the land. This is nearing conclusion. At this stage of the year and with the progress made the risk of underspending on the Defra capital grant is low.

Author: John Packman

Date of report: 05 September 2025

[Broads Plan](#) strategic objectives: Themes B, C and E

Appendix 1 – National Park Capital Programme 2025/26

Appendix 1 - National Park Capital Programme 2025/26

Defra has awarded the Authority £1,385,058 for capital spend. The Authority has adopted a longer list to ensure it can deliver the whole spend by 31st March 2026.

Project	Priority	Indicative cost	Progress
Purchase of land	1		Nearing completion
Acle Bridge enhancement	2	£95,000	Topographic and ecological surveys underway. Structural engineer designs for piling due by mid-September. Tender for piling installation to be opened by the end of September.
Improvements to Great Yarmouth Yacht Station - showers etc.	2	£50,000	Waiting for a new lease to be signed. Investigating options for improvements. These are likely to require over £50k.
Pontoons to improve access to the water	2	£175,000	Continuing to consult with local stakeholders before submitting the planning applications for the Upper Thurne and Worlingham mooring sites by the end of September. Tender required for pontoon procurement.
Upgrade 40 electric charging pillars	2	£30,000	Options appraisal for meter and pillar systems completed. Demonstrations from the top two suppliers by mid-September. Costs likely to be greater than £30,000 (TBC)
Dockyard solar	2	£50,000	Structural engineer report completed. Tender for solar scheme installation to be opened mid-September
Truxor attachments	3	£10,000	On order
Fen Harvester with double chop head	3	£205,000	On order
Electric telehandler	3	£90,000	Trial of the highest specification model on the market didn't meet operational requirements.

			Item withdrawn from priority list. £90,000 to be used to purchase remote controlled mower from the reserve list.
Nato floats (x4)	4	£40,000	Open tender for procurement by end September.
22t Long reach excavator and mats REPLACED with new tug to support operational activities	4	£180,000 £160,000 - £190,000	Review of operational priorities shows that that the purchase of a new tug providing increased flexibility and operational capabilities is a greater priority than a long reach excavator.
Mowing equipment to manage conservation and visitor sites	4	£120,000 £90,000	£90,000 for a remote-controlled mower prioritised instead of electric telehandler.
RESERVE LIST			
Water quality monitoring equipment	4	£30,000	Outside current budget. Quotes received as a guide.
Dockyard enhancement	5	£200,000	Outside current budget.
Review and upgrade EV chargers	5	£25,000	Outside current budget. Anglia Car Charging have quoted for these works already
New electric pool vehicles x 2	5	£60,000	Outside current budget.

Broads Authority

19 September 2025

Agenda item number 13

Boat Safety Scheme - compliance

Report by Chief Executive and Head of IT and Collector of Tolls

Purpose

Following consultation with the Navigation Committee to seek approval for an amendment to the Authority's byelaws using the power in Section 11 of the Broads Authority Act 2009 to support compliance with the Boat Safety Scheme.

Broads Plan context

Broads Plan objective **C4** - Maintain and improve safety and security standards and user behaviour on the waterways.

Recommendation

To approve the principle of amending the Broads Authority's byelaws to support compliance with the Boat Safety Scheme.

Contents

1.	Background	1
2.	2006 Boat Safety Standard Byelaws	2
3.	Broads Authority Act 2009	3
4.	Process	5
5.	Financial implications	6
6.	Risk implications	6
7.	Conclusion	6

1. Background

- 1.1. One of the main ambitions behind the 2009 Broads Authority Act (2009 Act) was the full adoption of the Boat Safety Scheme. As a stop gap measure and in advance of the passing of the 2009 Act, the 2006 Boat Safety Standard Byelaws passed under s10(3) of the Norfolk and Suffolk Broads Act 1988 (1988 Act) contained a 23-page listing of standards for privately owned and hire vessels. They covered fuel and engine systems,

electrical systems, fire extinguishment and escape, LPG systems, appliances and flues etc.

1.2. Under s10(3) and Schedule 5 of the Norfolk and Suffolk Broads Act 1988 (1988 Act) the Broads Authority has the power to make byelaws for the good management of the navigation area, the conservation of its natural beauty and amenities and the promotion of its use for purposes of recreation. This includes at schedule 5(4) making byelaws to prescribe for the purposes of safety, conditions with respect of the construction, equipment and maintenance of vessels using the navigation area. The Byelaws may contain such incidental, consequential, and supplemental provisions as the Authority thinks fit.

1.3. Section 11 (2) of the 2009 Act states:

(2) The Authority may make byelaws for the purpose of providing for the registration of vessels in the navigation area or on adjacent waters, and for the determination and recovery of tolls in respect of vessels moored, used or navigated in the navigation area or on adjacent waters.

2. 2006 Boat Safety Standard Byelaws

2.1. There were three different commencement dates for the byelaws, 1 April 2007, 1 April 2008 and 1 April 2009 for different classes of vessel.

2.2. Byelaw (4) required that:

The owner or master of a vessel shall only moor, use or navigate, or cause or permit a vessel to be moored, used or navigated in the navigation area if

(a) it complies with the boat safety standards applicable to the vessel (subject to provision of Byelaw (6 (4) or

(b) there is a current certificate of conformity.

2.3. Byelaw 6 (1) required:

A person applying to the Authority for a toll receipt for a vessel shall, if so required by the Authority, submit with the application such evidence as the Authority may reasonably require to demonstrate that at the date of application the vessel complies in every aspect with the boat standards which are applicable to the vessel or which will be applicable to the vessel for all or part of the period covered by the toll receipt.

2.4. Byelaw 7 stated that:

Within 28 days of receiving evidence under Byelaw 6 the Authority shall-

(a) if it is satisfied that the vessel complies with the boat standards, issue a certificate of conformity, or

(b) if it is not so satisfied, issue a notice of refusal -

And shall forward the certificate of conformity or the notice of refusal to the person applying for the toll receipt.

2.5. Byelaw 15 (1) stated:

Any owner or master of a vessel who without reasonable excuse contravenes or fails to comply any requirement made by or under any of these Byelaws shall be guilty of an offence and be liable on summary conviction to a fine no exceeding level 4 on the standard scale.

3. Broads Authority Act 2009

3.1. The Broads Authority Act aligned the construction and equipment standards for the Broads with the National Boat Safety Scheme (Section 12 of the Act) and a Boat Safety Certificate is evidence of compliance with the construction and equipment standards.

3.2. Section 15 of the Act deals with “Offences as to standards and insurance requirements” and under that section it is an offence not to comply with any safety standards applicable to the vessel as below.

(1) The owner or master of a vessel who without reasonable excuse and (in the case of a master of a vessel who is not also the owner) knowingly—

(a) keeps, lets for hire or uses a vessel in the navigation area or on adjacent waters which does not comply with any standards applicable to the vessel; or

(b) contravenes the requirements of section 14(2) as to insurance policies, shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 4 on the standard scale

3.3. The 2009 Act contains a series of provisions to deal with unsafe vessels including Section 18 which defines the ‘Meaning of an unsafe vessel’, and Section 19 ‘Powers as to unsafe vessels’ and Section 20 ‘Removal of unsafe vessels’.

3.4. To ascertain if a vessel is unsafe the Authority must be satisfied (section 18), after taking advice where appropriate from a person qualified to examine or assess compliance, that non-compliance with any standards imposed under s12 continues or continue to give rise to a danger to any person or to any property, or risk of pollution, from the vessel. The Authority has a power of access to a vessel to inspect it (Section 17 Entry on and inspection of vessels) and in practice would usually need to access the vessel in order to ascertain if a vessel was unsafe. Section 17 (9) and (10) state that:

(9) Subject to subsection (10) the costs incurred by the Authority under this section shall be borne by the Authority.

(10) In any case in which the Authority exercises the powers of this section in relation to a vessel which it determines fails materially to comply with any

standards applicable to the vessel, the costs reasonably incurred by the Authority in exercising those powers shall be borne by the owner of the vessel.

3.5. The costs are therefore borne by the Authority unless the vessel materially fails to comply with the relevant standards.

3.6. Section 11 (10) of the 2009 Act states that:

(10) Where the Authority is satisfied that a vessel does not comply with any requirement of the relevant sections, it may cancel the registration of that vessel if—

(a) it has given the owner written notice of the non-compliance in question and required him to remedy it within 14 days of the date on which the notice is given; and

(b) that period has expired without the non-compliance being remedied;

but where the Authority considers that it is necessary to cancel the registration as a matter of urgency, it may do so with effect from the date on which the notice is given

3.7. Where a vessel doesn't comply with the Boat Safety Standards the Authority can therefore cancel registration. However, the Authority has to be satisfied that there is non-compliance.

3.8. While the Act appeared to cover all eventualities this whole process can be time consuming and costly. With the benefit of recent experience, it is now clear that it would be simpler for the Authority's Byelaws, amended under the provision in Section 11 of the Broads Authority Act 2009, to require a current Boat Safety Certificate to be held in respect of vessels, other than seagoing freight vessels, as a condition of using the navigation area and adjacent waters for the purposes of safety. A failure to hold a current Boat Safety Certificate would be an offence under the Authority's Byelaws. It is therefore proposed to reinstate wording like that used in the 2006 Boat Safety Standard Byelaws in the Registration Byelaws, namely:

The owner or master of a vessel shall only moor, use or navigate, or cause or permit a vessel to be moored, used or navigated in the navigation area and adjacent waters if a Boat Safety Scheme Certification has been issued in respect of the vessel and such Boat Safety Scheme Certification is Valid.

"Boat Safety Scheme Certification" means a certificate issued to vessels that comply with the Safety Standards imposed by and in accordance with a Boat Safety Scheme.

"Boat Safety Scheme" means a scheme currently in force in relation to vessels on navigable waters under the control of the Canal and River Trust and the Environment Agency.

“Safety Standards” are the standards and relating to construction and equipment for the purposes of ensuring safety or preventing noise or pollution imposed in accordance with s12 of the Broads Act 2009.

“Valid” a Boat Safety Scheme Certification is valid where it has been issued in accordance with the Boat Safety Scheme in respect of the relevant vessel, and the period for which the certificate has been issued has not expired.

4. Process

- 4.1. The process of making a byelaw requires that the Authority consult the Navigation Committee, which was done on 4 September. The Committee unanimously supported the proposed byelaw revision.
- 4.2. The procedure for making byelaws under either Section 10 (3) of the Norfolk and Suffolk Broads Act 1988 and Section 11 of the Broads Authority Act 2009 is pursuant to Section 236 of the Local Government Act 1972 and is set out below:
 1. Establish what legislation should be used to make the byelaw.
 2. Draft the byelaw.
 3. Submit the draft byelaw and application for Provisional Approval of byelaws to the government byelaws section (byelaws@communities.gov.uk). At this stage, the Government will scrutinise the byelaw and provided there is no legal problem or conflict with government policy, notify the Authority that it can make and seal the byelaw.
 4. Once the Authority has formally resolved to adopt the byelaw, make the byelaw under the common seal of the Authority.
 5. Advertising the byelaw – a notice of intention to apply for the confirmation of the byelaw must be published in one or more local newspapers at least one month before the application for confirmation of the byelaws is made. A copy of the byelaw must also be kept for at least one month before the application for confirmation is made at the Authority’s offices for public inspection. A copy of the byelaw must be provided to any member of the public who applies for one (on payment for a sum not exceeding 10p for every 100 words as the Authority shall determine).
 6. Once the above steps have been followed the Authority should apply to the Government for confirmation.
 7. It is open to the Secretary of State (so) to confirm byelaws subject to such modifications as he thinks fit. If the SoS considers the modifications to be substantial, he is required to inform the Authority and require it to take such steps as the SoS considers necessary for informing persons likely to be concerned with the modification. In that case the SoS shall not confirm the byelaws until such period has elapsed as the SS thinks reasonable for the Authority, and others who have been informed of his proposal, to consider and comment on it.

8. Once confirmed the Authority must print and deposit the Byelaws at its offices and they shall at all reasonable hours be open to public inspection without payment, and a copy is to be provided to any person on payment of such sum, not exceeding 20p for every copy, as the Authority may determine.

4.3. It is noted that the Secretary of State is entitled under to hold a local enquiry before deciding whether or not to confirm byelaws made under s10(3) 88 Act. Where that is the case the minister may direct that the costs incurred by him in relation to the inquiry shall be paid by such local authority or party to the inquiry as he may direct.

4.4. The Minister may also make orders as to the costs of the parties at the inquiry and who those costs are to be paid by.

5. Financial implications

5.1. There are costs associated with amending the byelaws, for example in advertising the proposed byelaw and making it available to the public, but the main costs are in staff time.

6. Risk implications

6.1. If the proposed byelaw is opposed the main risk is in the amount of time and resource that it takes to get it confirmed.

7. Conclusion

7.1. An amendment to the Authority's Byelaws to make it an offence not to have a Boat Safety Certificate applicable to the vessel would make the enforcement of the standards simpler. If the Board supports this way forward, we will need to do more work with our solicitors on the detailed wording of the proposed byelaw.

Author: John Packman

Date of report: 08 September 2025

Background papers: Broads Authority Act 2009, Boat Safety Byelaws 2006

[Broads Plan](#) strategic objectives: C4

Broads Authority

19 September 2025

Agenda item number 14

Code of Conduct Update on Member Volunteering

Report by Head of Governance

Purpose

To updating the Code of Conduct as it relates to members volunteering for the Broads Authority.

Recommended decision

To confirm that Members cannot volunteer at the Broads Authority to help safeguard against conflicts of interest and ensures a clear separation of duties.

To adopt the proposed changes to the Code of Conduct to reflect Members Volunteering at the Broads Authority as outlined in Appendix 1.

1. Introduction

- 1.1. Volunteers play a vital role in the Broads Authority's operations, often contributing to tasks like those carried out by officers, from data entry and ranger services to supporting our visitor information centres.
- 1.2. If a member chooses to volunteer directly for the Broads Authority, it could create a conflict with the Members' Code of Conduct. This code is designed to maintain clear boundaries between members and officers and to avoid any potential conflicts of interest in decision-making.
- 1.3. This paper proposes an update to the Code of Conduct that members cannot volunteer at the Broads Authority. The aim is to ensure members can continue volunteering with external organisations, while avoiding any conflicts that may arise from volunteering within the Broads Authority itself.
- 1.4. We recognise and appreciate the value members place on volunteering, and this update seeks to balance the commitment from members versus volunteers, with the need for transparency and good governance.

2. Volunteering at the Broads

- 2.1. Volunteering offers a meaningful way to connect with others, enjoy the outdoors and actively contribute to the management of the Broads National Park. A wide range of tasks are available to volunteers, as outlined on our website [volunteering](#).
- 2.2. Volunteers play a crucial role in delivering essential services and providing support that would otherwise be difficult to sustain due to limited resources.
- 2.3. Many volunteers work alongside full-time staff in part-time roles. For example, Ranger Volunteers take on responsibilities such as mooring maintenance, managing countryside sites, maintaining navigation signage, patrolling the river catchment, and distributing Broads Authority publications. These volunteers complete a modular training programme over two to three years.
- 2.4. During the onboarding process, the Broads Authority collects and processes personal data, provides training, and expects volunteers to follow our policies and guidance while carrying out their duties.
- 2.5. The contributions of volunteers are invaluable in helping the Broads Authority achieve its strategic objectives.

3. Member volunteering for the Broads Authority

- 3.1. Many Members actively volunteer with a range of organisations, offering valuable support and insight. Their experiences often enrich the Broads Authority's decision-making, particularly in committees like Navigation, by bringing external perspectives and practical knowledge. However, to avoid conflicts of interest, Members occasionally need to seek dispensation from the Monitoring Officer or step back from specific decisions due to interests.
- 3.2. Currently, if a Member chooses to volunteer directly for the Broads Authority, for example in roles like officers such as rangers, visitor centre staff or at a yacht station, this will most likely lead to a conflict of interest, especially when decisions involve resource allocation or service delivery, such as a decision to close a visitor centre.
- 3.3. The Code of Conduct includes protocols on Member and Officer relations to ensure roles remain clearly defined and do not become blurred.
- 3.4. The Code aims to foster mutual respect and professionalism between Members and Officers. While Members are responsible for decisions or direction through Authority meetings, Officers manage day-to-day operations under delegated authority.
- 3.5. If Members volunteer within the Authority, these boundaries are likely to become unclear. Officers must be able to direct volunteers and ensure compliance with internal policies and procedures, while a member may have a different view and this will complicate the Member and Officer dynamic.

- 3.6. Currently, few Members seek to volunteer directly with the Broads Authority due to time commitments and the nature of their roles.
- 3.7. To uphold high standards of governance, maintain transparency, and protect public trust, we recommend updating the Code of Conduct. This change would allow Members to continue volunteering with external organisations but prevent volunteering within the Broads Authority. This approach helps safeguard against conflicts of interest and ensures a clear separation of duties.

4. Options Considered

- 4.1. As part of our investigation, we reviewed codes of conduct from other local authorities and National Parks. We were unable to find any relevant material related to member volunteering.
- 4.2. We also considered, disciplinary action for volunteers falls under the terms they agreed to when volunteering. However, if a Member is involved, the Monitoring Officer assesses the situation under the Code of Conduct, and it would be difficult to separate their role as a volunteer from their official capacity.

Author: Rob Thomas

Date of report: 02 September 2025

Background papers: None

[Broads Plan](#) strategic objectives: Theme E: Promoting understanding and enjoyment and Theme F: Connecting and inspiring communities.

Appendix 1 – Member Code of Conduct

Member Code of Conduct

Adopted ~~14 March~~ 2025

Contents

Introduction	3
Purpose	3
General principles	3
Application of the Code of Conduct	4
Standards of member conduct	4
General conduct	5
1. Respect	5
2. Bullying, harassment and discrimination	5
3. Impartiality of Authority officers	6
4. Confidentiality and access to information	6
5. Disrepute	7
6. Use of position	7
7. Use of Authority resources and facilities	7
8. Complying with the Code of Conduct	8
Protecting your reputation and the reputation of the Broads Authority	8
9. Interests as a member:	8
10. Gifts and hospitality	9
11. Volunteering	9
Appendix A – The Seven Principles of Public Life	10
Selflessness	10
Integrity	10
Objectivity	10
Accountability	10
Openness	10
Honesty	10
Leadership	10
	1

Appendix B – Registering interests	11
Non-participation in case of disclosable pecuniary interest	11
Disclosure of Other Registerable Interests	11
Disclosure of Non-Registerable Interests	11

Introduction

This Member Code of Conduct ('the Code') applies to all members and co-opted members (known collectively in this document as 'members') of the Broads Authority.

The Code is based on the Local Government Association's (LGA) Model Member Code of Conduct (updated 17 May 2021). The Authority will review the Code regularly, taking note of the LGA's annual review of the model code.

Members should also refer to the supporting [LGA Code of Conduct guidance](#). For the purposes of the Authority's Code, references in the LGA guidance to 'councillor' means a member or co-opted member, and references to 'council' and 'local authority' mean the Broads Authority, where relevant.

Purpose

The purpose of this Code is to assist you, as a member, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow members, Authority officers and the reputation of the Broads Authority. It sets out general principles of conduct expected of all members and your specific obligations in relation to standards of conduct. The LGA encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of members and in the Authority.

The Code is not an exhaustive list of all legal obligations that fall upon members, and related protocols and guidance are referenced in the Members Handbook. These include:

- Protocol on Member and Officer Relations in the Broads Authority
- Standing Orders for the regulation of Authority proceedings
- Social Media Policy

General principles

The Code promote the highest standards of ethics and conduct, and draws upon the [Seven Principles of Public Life](#), also known as the Nolan Principles. The following general principles have been developed specifically for the role of member.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of member.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community and with due regard to national priorities
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with the Authority's requirements and in the public interest.

Application of the Code of Conduct

This Code applies to you as soon as you sign your declaration of acceptance of the office of member or attend your first meeting as a co-opted member and continues to apply to you until you cease to be a member.

This Code of Conduct applies to you when you are acting in your capacity as a member, which may include when:

- you misuse your position as a member;
- Your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a member;

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a member.

The Authority's Monitoring Officer has statutory responsibility for the implementation of this Code. You are encouraged to seek their advice on any matters that may relate to the Code.

Standards of member conduct

This section sets out your obligations (**bold type**), which are the minimum standards of conduct required of you as a member. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

General conduct

1. Respect

As a member:

- **I treat other members and members of the public with respect and will challenge behaviours which are considered to be disrespectful.**
- **I treat Broads Authority officers and volunteers, and representatives of partner organisations, with respect, and respect the role they play.**

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a member, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in members.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the Broads Authority, the relevant social media provider or the police. This also applies to fellow members, where action could then be taken under the Code, and Authority staff, where concerns should be raised in line with the Authority's protocol on member and officer relations.

2. Bullying, harassment and discrimination

As a member:

- **I do not bully any person.**
- **I do not harass any person.**
- **I promote equalities and do not discriminate unlawfully against any person.**

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and

contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Members have a central role to play in ensuring that equality issues are integral to the Authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of Authority officers

As a member, I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the Authority.

Officers working for the Broads Authority must be politically neutral. They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

4. Confidentiality and access to information

As a member:

- **I do not disclose information:**
 - a. **given to me in confidence by anyone**
 - b. **acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**
 - i. **I have received the consent of a person authorised to give it;**
 - ii. **I am required by law to do so;**
 - iii. **the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
 - iv. **the disclosure is:**
 - 1. **reasonable and in the public interest; and**
 - 2. **made in good faith and in compliance with the reasonable requirements of the Authority; and**
 - 3. **I have consulted the Monitoring Officer prior to its release.**

- **I do not improperly use knowledge gained solely as a result of my role as a member for the advancement of myself, my friends, my family members, my employer or my business interests.**
- **I do not prevent anyone from getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the Broads Authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

5. Disrepute

As a member:

I do not bring my role or the Broads Authority into disrepute.

As a member, you are trusted to make decisions on behalf of the Broads and its stakeholder interests, and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other members and/or the Authority and may lower the public's confidence in your or the Authority's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring the Authority into disrepute.

You are able to hold the Authority and fellow members to account and are able to constructively challenge and express concern about decisions and processes undertaken by the Authority, while continuing to adhere to other aspects of this Code of Conduct.

6. Use of position

As a member, I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the Authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of Authority resources and facilities

As a member:

- **I do not misuse Authority resources.**
- **I will, when using the resources of the Authority or authorising their use by others:**
 - a. **act in accordance with the Authority's requirements; and**

- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the Authority or of the office to which I have been appointed.**

You may be provided with resources and facilities by the Authority to help you carry out your duties as a member. Examples include office support and access to Authority buildings and rooms. These are to be used only in carrying out your role as a member effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the Authority's own policies regarding their use.

8. Complying with the Code of Conduct

As a member:

- I undertake Code of Conduct training provided by the Broads Authority.**
- I cooperate with any Code of Conduct investigation and/or determination.**
- I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.**
- I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.**

It is extremely important for you as a member to demonstrate high standards, have your actions open to scrutiny and not to undermine public trust in the Authority or its governance. If you do not understand, or are concerned about, the Authority's processes in handling a complaint, you should raise this with the Authority's Monitoring Officer.

Protecting your reputation and the reputation of the Broads Authority

9. Interests as a member:

As a member, I register and disclose my interests.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of members of the Authority.

You need to register your interests so that the public, Authority officers and fellow members know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other members when making or taking part in

decisions, so that decision-making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

Appendix B sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from the Monitoring Officer.

10. Gifts and hospitality

As a member:

- **I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the Broads Authority or from persons who may apply to the Authority for any permission, licence or other significant advantage.**
- **I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.**
- **I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.**

In order to protect your position and the reputation of the Authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a member. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a member. If you are unsure, contact the Monitoring Officer for guidance.

11. Volunteering

Members cannot volunteer at the Broads Authority to help safeguard against conflicts of interest and ensures a clear separation of duties. Members can continue volunteering with external organisations but will need to continue to declare interests and/or seek dispensation from the Monitoring Officer.

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B – Registering interests

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

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

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

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

Non-participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

5. Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting, but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the

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

7. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative or close associate; or
 - c. a financial interest or wellbeing of a body included under Other Registerable Interests as set out in **Table 2**

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

8. Where a matter (referred to in paragraph 7 above) **affects** the financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the Broads Authority area and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

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

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

9. For the following interests, once you have made a declaration you may nonetheless attend a meeting and vote:
 - Setting of navigation tolls, where the extent of the interest is limited to a liability to pay a navigation toll by reason of owning one or more private vessels.
 - For members of the Navigation Committee only, consultation on the level of navigation tolls where the extent of the interest is limited to:
 - a. a liability to pay a navigation toll or
 - b. the holding of any employment, office, trade, profession or vocation carried on for profit or gain in an entity liable to pay a navigation toll.
 - An allowance, payment or indemnity given to members.

Table 1: Disclosable Pecuniary Interests

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

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

Subject	Description
Licenses	Any licence (alone or jointly with others) to occupy land in the executive area of the Authority for a month or longer
Corporate tenancies	Any tenancy where (to the member's knowledge)— (a) the landlord is the Authority; and (b) the tenant is a body that the member, or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the member's knowledge) has a place of business or land in the executive area of the Authority; and (b) either— i. the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the member, or his/ her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*'director' includes a member of the committee of management of an industrial and provident society; 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services

and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registerable Interests

You must register as an 'Other Registerable Interest':

- a) any unpaid directorships
- b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by the Authority
- c) any body
 - (i) exercising functions of a public nature
 - (ii) directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)of which you are a member or in a position of general control or management

(end of document)

Broads Authority

19 September 2025

Agenda item number 15

Update of Constitutional documents

Report by Governance Officer

Purpose

To consider and agree proposed changes to the Scheme of powers delegated to the Chief Executive and other authorised officers, the Terms of Reference Committees, and other documents which reference Directorates.

Recommended decision

To:

- a) Approve the amendments to the Scheme of Powers Delegated to the Chief Executive and other authorised officers and the Committee Terms of Reference as detailed in Appendix 2 and 3;
- b) Delegate the Head of Governance to make the Directorate amendments to all documents set out in Appendix 1 and any other documents, policies, strategies and action plans that might be required; and
- c) Delegate the Head of Governance to update the Whistleblowing Policy and Broads Authority Corporate Risk Register to reflect the change in the Data Protection Officer.

1. Introduction

1.1. At its meeting on 9 May 2025, the Authority approved the reduction in the number of Directorates from three to two, as set out in tables 1 and 2 below:

Table 1: Structure up and until 31 July 2025

	Chief Executive (Head of Paid Service)*	
Director of Finance (s17)*	Director of Strategic Services	Director of Operations
Finance Governance Monitoring Officer (external)* ICT and Collection of Tolls Assets	Planning Human Resources Communications Partnerships and External Funding	Construction, Maintenance and Ecology Rangers Safety

* 3 Statutory Posts

Table 2: Structure as at 1 August 2025

Chief Executive (Head of Paid Service)*		
Director of Resources (s17)*	Director of Delivery	
Finance Human Resources ICT & Collection of Tolls Assets Partnerships and External Funding	Planning Construction, Maintenance and Ecology Rangers Safety	Communications Governance including Monitoring Officer (internal)*

* 3 Statutory Posts

- 1.2. The change in Directorates has resulted in some constitutional documents being identified which need to be changed to reflect the new Directorates. These changes are in relation to Directorate title changes only and there are no proposed changes to any other areas.

2. Amendments to Governance-related documents

- 2.1. To reflect these changes in Directorates, it is proposed make changes to the Directorate titles in the following documents: the Scheme of Powers Delegated to the Chief Executive and other authorised officers; and the Committee Terms of Reference. Copies of these revised documents can be found in appendices 2 and 3 (with tracked changes).
- 2.2. In addition, it is proposed to update all relevant documents which include, but are not limited to, those listed in Appendix 1 together with any other policies, strategies and action plans in line with the proposal in 2.1.
- 2.3. Further to the change in Directorates, the Head of Governance has assumed the Data Protection Officer (DPO) role, which previously sat with the Director of Operations (now Director of Delivery). It is proposed that both the Whistleblowing Policy and Broads Authority Corporate Risk Register be updated to show that the DPO is the Head of Governance.

3. Risk implications

- 3.1. The Authority and its decisions could be at risk of challenge, including judicial review, if its scheme of delegation is not reviewed and updated on a regular basis to ensure officers are properly authorised to carry out certain powers.

4. Conclusion

- 4.1. Members are asked to adopt the recommendations in paragraphs 2.1, 2.2 and 2.3.

Author: Lorraine Taylor

Date of report: 15 August 2025

Background papers: [Update on the progress of the response to the Grant Settlement](#)

Appendix 1 – Documents to be changed following restructure of Directorates

Appendix 2 – Scheme of powers delegated to Chief Executive and other authorised officers
(with tracked changes)

Appendix 3 – Terms of Reference of Committees (with tracked changes)

Appendix 1 - Documents to be changed following restructure of Directorates

Document	Proposed Changes
Scheme of powers delegated to Chief Executive and other authorised officers	Director of Finance – Change to Director of Resources Director of Strategic Services – Change to Director of Delivery Director of Operations – Change to Director of Delivery
Terms of Reference of Committees	Director of Finance – Change to Director of Resources
Whistleblowing Policy	Director of Finance – Change to Director of Resources Director of Strategic Services – Change to Director of Delivery Director of Operations – Change to Director of Delivery
Submitting complaints, compliments, and general comments – public guidance	Director of Finance – Change to Director of Resources
Protocol on member and officer relations in the Broads Authority	Director of Finance - Change to Director of Resources Director of Operations – Change to Director of Delivery
Corporate Partnerships Register	Director of Finance – Change to Director of Resources Director of Strategic Services – Change to Director of Delivery Director of Operations – Change to Director of Delivery
Members’ Handbook	Director of Finance – Change to Director of Resources Director of Strategic Services – Change to Director of Delivery Director of Operations – Change to Director of Delivery
Briefing note for new Planning Committee members	Director of Strategic Services – Change to Director of Delivery
Public speaking at Planning Committee	Director of Strategic Services – Change to Director of Delivery
Annual Governance Statement 2024/25 & Action Plan 2025/26 and Code of Corporate Governance 2025	Director of Finance – Change to Director of Resources Director of Strategic Services – Change to Director of Delivery

	Director of Operations – Change to Director of Delivery
Annual Business Plan 2025/26	Director of Finance – Change to Director of Resources Director of Strategic Services – Change to Director of Delivery Director of Operations – Change to Director of Delivery. And directorates.
Business Continuity Plan	Director of Finance – Change to Director of Resources Director of Strategic Services – Change to Director of Delivery Director of Operations – Change to Director of Delivery
FibreBroads – Review of Partnership internal management and governance arrangements	Director of Strategic Services – Change to Director of Delivery
BA Partnerships Protocol	Director of Finance – Change to Director of Resources Senior Governance Officer – Change to Head of Governance
Broads Authority Corporate Risk Register	Director of Finance – Change to Director of Resources Senior Governance Officer – Change to Head of Governance
Asset Management Strategy	Director of Finance – Change to Director of Resources
Education Strategy for the Broads 2023-28	Strategic Services Directorate – Change to Delivery Directorate
Volunteer Strategy for the Broads and Action Plan 2022-27	Strategic Services Directorate – Change to Resources Directorate



Scheme of powers delegated to Chief Executive and other authorised officers

~~January~~ September 2025

Contents

1. Introduction	3
2. General powers of all officers	3
3. Proper Officers	4
1(a) The Norfolk and Suffolk Broads Act 1988	5
1(b) Local Government Act 1972	6
1(c) Other legislation	7
4. Powers delegated to Chief Executive and other authorised officers	7
2(a) General management and administration	8
2(b) Finance and audit matters	9
2(c) Personnel matters	9
2(d) Land	11
2(e) Planning and heritage	13
2(f) Recreation and tourism	20
2(g) Conservation	21
2(h) Navigation	23
2(i) Broads Local Access Forum	27
2(j) Miscellaneous	27
5. Powers delegated to the Chief Executive	27
6. Powers delegated to the Director of <u>Finance Resources</u>	28
7. Powers delegated to the Monitoring Officer	29

1. Introduction

- 1.1 The members of the Broads Authority are responsible for setting and monitoring the strategies, policies and financial guidelines of the Authority, whereas the officers are responsible for its day-to-day operation, and for providing advice to members.
- 1.2 Members have a right to make sure the decisions for which they are statutorily responsible and accountable are implemented by officers in a timely and efficient manner. The purpose of the 'Scheme of powers delegated to Chief Executive and other authorised officers' ('the Scheme') is to make sure that officers have the powers to make decisions and take appropriate action within the guidelines laid down.

2. General powers of all officers

- 2.1 The exercise of the delegated powers set out in the Scheme are subject to the following conditions.
 - a. The delegated powers shall at all times be exercised in accordance with:
 - (i) the statutory requirements of the Norfolk and Suffolk Broads Act 1988 and the Broads Authority Act 2009.
 - (ii) the Authority's strategies, policies and priorities as set out in the Broads Plan, guiding strategies, Broads Local Plan, Annual Business Plan and other relevant documents adopted by the Authority or its committees.
 - (iii) the Authority's Constitution, Standing Orders, Financial Regulations and approved budgets.
 - (iv) the law.
 - b. An officer shall not use a delegated power in any particular case if the matter appears to that officer to involve any matters of public controversy, questions of policy not yet decided by the Authority or its committees, or a significant change from established practice.
 - c. Where any matter involves considerations not within the professional or technical competence of the relevant officer, that officer shall seek appropriate advice from another officer or adviser before deciding what action, if any, to take.
 - d. Any power conferred upon the Chief Executive, including any power to act as the Proper Officer, may be exercised by another officer specifically nominated in writing by the Chief Executive. Details of the officers who have existing authorisation to exercise powers on behalf of the Chief Executive are set out in Section 4.
 - e. The Authority or a committee may request that action taken by an officer or officers under delegated powers be reported to it periodically.

- f. Failure to carry out the consultations in Table 2(a)(5) and Table 2(a) (47) of the powers delegated to the Chief Executive and paragraph (5.7) of the powers delegated to the Solicitor to the Authority (relating to cases of urgency or emergency) will not invalidate the exercise of the delegated power.
- g. The decision of the Chief Executive, in consultation with the Monitoring Officer, as to the scope and interpretation of these delegated powers shall be final, subject to the provisions in section 4, paragraph 2(e)(37).
- h. In accordance with the Openness of Local Government Bodies Regulations 2014, a decision-making officer must produce a written record¹ for any decision taken that has been delegated to them:
 - i. under a specific express authorisation, or
 - ii. under a general authorisation to officers to take such decisions and the effect of the decision is to:
 - grant a permission or licence;
 - affect the rights of an individual; or
 - award a contract or incur expenditure up to £30,000.

The written record must be produced as soon as reasonably practicable after the decision-making officer has made the decision, and must contain the following information:

- iii. The date the decision was taken;
- iv. A record of the decision taken, along with the reasons for the decision;
- v. Details of alternative options, if any, considered and rejected; and
- vi. Where the decision is made under specific express authorisation, the name of any member of the Authority who has declared a conflict of interest in relation to the decision.

If there is a separate statutory requirement to record the decision, which includes the date and reasons for the decision, then this will be sufficient to satisfy the above requirement.

3. Proper Officers

- 3.1 The law makes provision for certain officers to be designated as the Proper Officer to carry out particular functions contained within various Acts of Parliament. The Authority's Proper Officer provisions are in Table 1(a) to (c).

¹ [Transparency \(broads-authority.gov.uk\)](https://transparency.broads-authority.gov.uk)

3.2 If the designated Proper Officer, not being the Chief Executive, is not available to exercise the function, then any officer authorised in writing by the Chief Executive will be entitled to do so.

Table 1

Proper Officer provisions

1(a) The Norfolk and Suffolk Broads Act 1988

Legislation	Provision	Proper Officer
Schedule 1, paragraph 2 (6)	Receipt of notice of resignation.	Chief Executive
Schedule 1, paragraph 2 (9)	Publication of notice of any appointment to the Authority, or ending of such an appointment.	Chief Executive
Schedule 1, paragraph 4 (4)	Signature of summons to attend meeting.	Chief Executive
Schedule 1, paragraph 4 (5)	Receipt of notices regarding address to which summons to meetings to be sent.	Chief Executive
Schedule 1, paragraph 5 (11)	Convening of meeting where a casual vacancy in the office of Chair or Vice-Chair is to be filled.	Chief Executive
Schedule 4, paragraph 2 (3)	Receipt of notice of resignation from the Navigation Committee.	Chief Executive
Schedule 4, paragraph 2 (4)	Publication of notice of appointments to the Navigation Committee, and of the ending of any such appointment.	Chief Executive
Schedule 5, paragraph 13 (8)	Receipt of objections to proposals to close parts of waterways for nature conservation purposes.	Chief Executive

1(b) Local Government Act 1972

Legislation	Provision	Proper Officer
Section 100 B (2)	Circulation of reports and agendas and the exclusion of 'exempt' items.	Chief Executive
Section 100 B (7) (c)	Decisions on supply of committee papers (and any other documents supplied to members in connection with the agenda items) to the press.	Chief Executive
Section 100 C (2)	Summaries of otherwise 'exempt' minutes.	Chief Executive
Section 100 D (1) (a)	Compilation of list of background papers.	The officer or advisor in whose name the report is designated.
Section 100 D (5) (a)	Identification of background papers.	The officer or advisor in whose name the report is designated.
Section 100 F (2)	Identification of exempt information not available to all members.	Chief Executive
Section 115 (2)	Receipt of money due from officers in connection with their office.	Director of FinanceResources
Section 225 (1)	Deposit of documents.	Chief Executive
Section 229 (5)	Certification of photographic copies of documents (relating to legal proceedings).	Chief Executive
Section 234	Signature of any notice, order or other document given, made or issued by the Authority.	The officer responsible for the exercise of the function which is the subject of the decision in question (if no such person,

Legislation	Provision	Proper Officer
		then the Chief Executive)
Sections 236 and 238	Certification of byelaws.	Chief Executive

1(c) Other legislation

Legislation	Provision	Proper Officer
Listed Buildings Act 1990, Section 2	Receipt on deposit of lists of buildings of special architectural or historical interest.	Chief Executive
Local Government Act 1974, Section 30 (5)	Giving notice of reports received by the Authority from the Local Ombudsman.	Chief Executive
Local Government (Miscellaneous Provisions) Act 1976, Section 41	Certifying copies of resolutions, orders, reports and minutes of the Authority.	Chief Executive
Localism Act 2011, Section 33	Granting dispensations from Section 31(4)	Monitoring Officer

4. Powers delegated to Chief Executive and other authorised officers

- 4.1 The exercise of any of the delegated powers specified in Table 2 (a) to (j) below is subject to the conditions set out in this Scheme. Where the Scheme allows for the exercise of powers by Directors, such power relates only to functions for which the particular Director is responsible. In all cases, the Chief Executive retains the power to perform the delegated powers.

Table 2

Powers delegated to Chief Executive and other authorised officers

2(a) General management and administration

Powers delegated to Chief Executive	Other authorised officers
(1) To act as the Head of Paid Service under Section 4 of the Local Government and Housing Act 1989.	Retained by Chief Executive
(2) To undertake the day-to-day management and control of the Authority, its officers, premises and services to give effect to the strategies, policies and priorities of the Authority as set out in the documents listed at (2.1)(a)(ii) of this Scheme.	Retained by Chief Executive
(3) To authorise any action necessary to implement the documents listed at (2.1)(a)(ii) , and for this purpose to incur expenditure not exceeding the limits provided for in Standing Orders and Financial Regulations.	Directors
(4) To authorise any action necessary to give effect to any decision of the Authority or its committees.	Directors
(5) In cases of urgency or emergency, to take any appropriate action (if possible, in consultation with the Chair, or in the absence of the Chair with the Vice-Chair), including the institution of legal proceedings, to protect the position of the Authority. In such cases, the Chief Executive will report any action taken to the Authority.	Directors
(6) To take appropriate action to preserve the Authority's position pending the scrutiny by the Authority of local and personal Parliamentary Bills, statutory orders and instruments or any other proposal, plan, scheme or other matter affecting the interests of the Broads.	Directors
(7) To make sure all expenditure is monitored regularly against approved budgets, and any significant over expenditures are reported to the Authority or any appropriate committee.	Director of FinanceResources

2(b) Finance and audit matters

Powers delegated to Chief Executive	Other authorised officers
(8) To be responsible for regulating and controlling the Authority's financial resources to achieve its objectives.	Retained by Chief Executive
(9) To transfer expenditure between budget heads, provided the action taken complies with Financial Regulations, is consistent with the Authority's policy and does not conflict with any decisions taken by the Authority or any of its committees.	Directors
(10) To manage the Authority's insurances.	Director of FinanceResources
(11) To make sure arrangements are in place to pay all sums to creditors.	Director of FinanceResources
(12) To approve the Selective Tendering standing list of contractors to be invited to submit tenders.	Directors

2(c) Personnel matters

Powers delegated to Chief Executive	Other authorised officers
(13) To determine the Authority's staffing requirements and organisational structure, including amendments to its staff establishment.	Retained by Chief Executive
(14) To determine matters relating to the remuneration and conditions of service of all employees in accordance with the national conditions of service and the Authority's Scheme of Local Conditions of Service.	Management Team – in agreement between Directors
(15) To adopt local agreements in respect of conditions of service where there are no unresolved objections from trade unions or members of staff.	Management Team – in agreement between Directors

Powers delegated to Chief Executive	Other authorised officers
<p>(16)</p> <p>(a) To appoint staff, subject to such appointments being made in accordance with the Business Plan and subject to sufficient funding being available in the appropriate budget.</p> <p>(b) If the appointment is to a Director position, to consult with the Chair of the Authority and any other appropriate committee chair.</p>	<p>In respect of (a), Directors in consultation with Head of Human Resources</p> <p>In respect of (b), retained by Chief Executive</p>
<p>(17) To determine politically restricted posts in accordance with the provisions of the Local Government and Housing Act 1989 s2.</p>	<p>Management Team – in agreement between Directors</p>
<p>(18) To appoint the Broads navigation officer and any deputy (after consultation with the Navigation Committee) in accordance with s10(7) of the Norfolk and Suffolk Broads Act 1988.</p>	<p>Retained by Chief Executive</p>
<p>(19) To determine matters concerned with employee relations generally within the Authority, including the recognition of appropriate trade unions and the establishment of appropriate consultative and negotiating processes.</p>	<p>Management Team – in agreement between Directors</p>
<p>(20) To determine health and safety matters.</p>	<p>Director of Operations<u>Delivery</u></p>
<p>(21) To determine all matters relating to the employment and management of Authority officers, including but not limited to those relating to appointment (in accordance with C (16) above), and terms and conditions of employment, discipline and dismissal, in accordance with the Authority's policies and procedures.</p>	<p>Directors or Head of Human Resources</p>
<p>(22) In disciplinary cases involving officers, to convene an Appeals Panel to hear and determine appeals in relation to disciplinary, grievance and other personnel-related matters.</p>	<p>Directors or Monitoring Officer</p>

Powers delegated to Chief Executive	Other authorised officers
(23) In disciplinary cases involving a Director, to be the Chair of the disciplinary hearing, and to establish a Member Appeals Panel of three members.	Monitoring Officer and Head of Human Resources
(24) To extend an employee's period of sick leave on full pay or half pay for a period not exceeding twelve months.	Management Team – in agreement between Directors
(25) To reimburse the costs of damage to an employee's personal property up to a maximum of £5,000 in any one case, provided the Chief Executive is satisfied that the damage was caused as a result of the employee pursuing Authority business.	Chief Executive, in consultation with the Head of HR and Directors
(26) To authorise the payment of any ex-gratia payments or honoraria to an employee up to a maximum of £5,000.	Chief Executive, in consultation with the Head of HR and Directors
(27) To authorise the payment of any severance or settlement payments to a former employee up to a maximum of £5,000.	Management Team – in agreement between Directors
(28) To exercise the discretions as set out in paragraphs 3 (where there are no financial implications for the Authority), 6, 7, 10 and 11 of the Authority's Local Pension Scheme Policy Statement.	Management Team – in agreement between Directors, in consultation with Head of Human Resources

2(d) Land

Powers delegated to Chief Executive	Other authorised officers
(29) To approve the acquisition by the Authority of: <ul style="list-style-type: none"> (i) the leasehold interest in property for any term to an annual rent not exceeding £25,000; (ii) the freehold interest in property at a price not exceeding £75,000. 	Management Team – in agreement between Directors

Powers delegated to Chief Executive	Other authorised officers
(30) To approve increases in rent not exceeding £20,000 per annum.	Management Team – in agreement between Directors
(31) To enter into permissive path agreements and access agreements.	Head of Construction, Maintenance & Ecology
(32) After taking appropriate advice, to authorise and approve the granting, securing or variation of leases or licences, wayleaves, easements and highway dedications over the Authority's land.	Management Team – in agreement between Directors
(33) To give written notice proposing to seek permission for Authority development or the development of land vested in the Authority which it does not propose to carry out itself, in accordance with the Town and Country Planning General Regulations 1992.	Director of Strategic Services <u>Delivery</u> or Head of Planning
(34) To authorise named officers to enter land (including buildings) for the purpose of surveying, investigation, prosecution or enforcement in connection with any of the Authority's functions.	Directors
(35) To authorise the disposal of land and property to a maximum value of £25,000, in accordance with advice from the Authority's Property Advisers.	Management Team – in agreement between Directors
(36) To authorise maintenance works on Authority owned, leased or rented land up to a ceiling figure of £10,000 or within any budget provision made for such works (whichever is higher).	Directors

2(e) Planning and heritage

Note: Where reference is made to ‘Planning Team’, it includes the following roles: Planning Policy Officer, Development Manager, Planning Officer, Planning Assistant, Historic Environment Manager, Planning Officer (Heritage), Planning Officer (Compliance and Implementation), and Planning administration team.

Powers delegated to Chief Executive	Other authorised officers
<p>(37) All planning applications² are considered to fall within the delegation scheme and will be determined by officers, unless:</p> <ul style="list-style-type: none"> (i) it is for a major development as defined in the Town and Country Planning (Development Management Procedure) (England) Order 2015; (ii) the application represents a departure from the development plan policies, including the Broads Local Plan and any relevant policy adopted by the Authority, and it is proposed to grant planning permission; (iii) objections are received from any statutory consultee (excluding parish councils) in respect of any proposed development within the 21-day period for consultation, and it is proposed to grant planning permission; (iv) representations are received in writing from parish councils in respect of any proposed development within the 21-day period for consultation where these raise material planning considerations of significant weight; (v) representations are received in writing from other persons in respect of any proposed development within the 21-day period for consultation where these raise material planning considerations of significant weight; 	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>

² The applications and notification shall include planning permission, approval of reserved matters, advertisement consent, listed building consent, conservation area consent submitted under the Town and Country Planning (General Permitted Development) Order 1995 and consent under the Hazardous Substances regulations. ©

Powers delegated to Chief Executive	Other authorised officers
<p>(vi) any member of the Authority requests, within 21 days of receipt of the schedule of planning applications, that the application is placed before the Planning Committee for a decision, and provides material planning considerations of significant weight in writing;</p> <p>(vii) the Ward member of the relevant District Council requests, within 21 days of receipt of the schedule of planning applications, that the application is placed before the Planning Committee for a decision, and provides material planning considerations of significant weight in writing;</p> <p>(viii) the Director of Strategic Services<u>Delivery</u> considers the matter ought more appropriately to be referred to the Planning Committee for a decision;</p> <p>(ix) any Authority member (including co-opted members of the Navigation Committee) or Authority officer is involved³ in the application.</p> <p>Where there is a question raised about the interpretation of the delegated authority in paragraphs (vi) to (vii) and therefore whether the requirements for “call-in” have been satisfied, it will be a matter for the Chief Executive jointly with the Chair of the Planning Committee to review. If they cannot resolve the issue or feel that the application should be determined by members, then the application will be referred to the Planning Committee for determination.</p> <p>A non-exhaustive list of material planning considerations (ie those which can be taken into account) together with a non-exhaustive list of non-material planning considerations</p>	

³ Involved in this context means somebody with either:
 Disclosable Pecuniary Interests, which include business, trade, profession, contract and wider financial interests such as land, payments, securities, shares etc;
 If a spouse or civil partner has interests which would be considered Disclosable Pecuniary Interests;
 A personal interest which is likely to be seen as prejudicing their impartiality or ability to meet the principles of public life.

Powers delegated to Chief Executive	Other authorised officers
(ie those which cannot be taken into account) can be found in Appendix 1 .	
<p>(38) In respect of planning applications:</p> <ul style="list-style-type: none"> (i) to sign and issue the formal decision notices on planning matters that have been before the Planning Committee or determined under delegated powers; (ii) to impose detailed conditions on planning permissions granted by the Authority (including deemed permissions); (iii) to determine the appropriate grounds where permission is either refused or approved; (iv) to refuse a planning application, if within six months of any decision to enter into a Section 106 Agreement by Committee that Agreement has not been signed; (v) to settle the terms of Section 106 Agreements required in connection with planning applications, including amendments to existing Section 106 agreements. 	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(39) To approve details submitted in accordance with a condition of a planning consent.</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(40) To determine reasons for decisions.</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(41) To formally discharge planning conditions upon compliance.</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>

Powers delegated to Chief Executive	Other authorised officers
<p>(42) In respect of non-material amendments to planning applications:</p> <p>(i) to define in individual cases what constitutes a non-material amendment; and</p> <p>(ii) to determine applications for non-material amendments except in cases that fall within paragraph 37 (ix) of this scheme.</p>	<p>In respect of (i), Head of Planning or member of Planning Team</p> <p>In respect of (ii), Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(43) In respect of Prior Approval applications, to exercise the power available to the Authority with regard to the siting, design and external appearance and all other matters.</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(44) To serve notices under Section 330 of the Town and Country Planning Act 1990 requiring information to be given as to interests in land and, if necessary, to institute proceedings for failure to respond.</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(45) To determine which planning applications should be referred to the Navigation Committee for consultation, in accordance with Section 9 (6) (a) (iv) of the Norfolk and Suffolk Broads Act 1988.</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(46) In respect of applications for a Lawful Development Certificate (Existing or Proposed):</p> <p>(i) to consider and determine the application on the facts presented, subject to consultation with the Authority's solicitor in complex cases or where the evidence is not clear; and</p> <p>(ii) to sign and issue the formal decision.</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>
<p>(47) The determination of enforcement cases is considered to fall within the delegation scheme and will be undertaken by officers, unless any Authority member (including co-opted members of the</p>	<p>Director of Strategic Services Delivery or Head of Planning or Development Manager</p>

Powers delegated to Chief Executive	Other authorised officers
Navigation Committee) or Authority officer is involved ⁴ in a material breach of planning control.	
(48) To serve Breach of Condition Notices, Planning Contravention Notices, Section 330 Notices and Section 215 Notices.	Director of Strategic Services Delivery or Head of Planning, Development Manager or Planning Officer (Compliance and Implementation)
(49) In cases of urgency and subject to consultation (if possible) with the Chair, or in the absence of the Chair the Vice-Chair, of the Planning Committee: <ul style="list-style-type: none"> (i) to serve Building Preservation Notices; (ii) to issue Listed Building Enforcement Notices, Listed Building Temporary Stop Notices and Conservation Area Enforcement Notices; (iii) to issue Enforcement Warning Notices, Enforcement Notices, Stop Notices and Temporary Stop Notices; (iv) to take enforcement action in respect of unauthorised advertisements. 	Director of Strategic Services Delivery , or: <ul style="list-style-type: none"> in respect of (i) and (ii), Historic Environment Manager, Head of Planning or Development Manager; in respect of (iii) and (iv), Head of Planning or Development Manager
(50) In respect of Conservation Areas: <ul style="list-style-type: none"> (i) to agree the scope of a Conservation Area reappraisal (existing) or appraisal (new) with the relevant District Council; (ii) to undertake an assessment of an existing Conservation Area and prepare a draft reappraisal for consultation; and 	Director of Strategic Services Delivery or Head of Planning or Historic Environment Manager

⁴ Involved in this context means somebody with either: Disclosable Pecuniary Interests, which include business, trade, profession, contract and wider financial interests such as land, payments, securities, shares etc; If a spouse or civil partner has interests which would be considered Disclosable Pecuniary Interests; A personal interest which is likely to be seen as prejudicing their impartiality or ability to meet the principles of public life.

Powers delegated to Chief Executive	Other authorised officers
(iii) to identify areas suitable for Conservation Area designation and prepare a draft appraisal for consultation.	
(51) In respect of Tree Preservation Orders: (i) to make and serve Tree Preservation Orders; (ii) to confirm Tree Preservation Orders where no objection in writing to the provisional Order has been received.	Director of Strategic Services Delivery or Head of Planning or Historic Environment Manager
(52) To deal with applications to lop, top and fell trees in Conservation Areas; and To determine applications to lop, top or fell trees within Tree Preservation Orders or Groups.	Director of Strategic Services Delivery or Head of Planning or Historic Environment Manager
(53) To implement the Hedgerow Regulations 1997 in authorising rights of entry, administrative consultation arrangements and the use of outside assistance.	Director of Strategic Services Delivery or Head of Planning or Historic Environment Manager
(54) To comment on non-controversial felling licence applications and broadleaved woodland grant schemes.	Director of Strategic Services Delivery or Head of Planning or Historic Environment Manager
(55) To respond to consultations from the Forestry Commission on applications for grants and Forestry Grant Schemes in relation to areas up to 10 hectares.	Director of Strategic Services Delivery or Head of Planning or Historic Environment Manager
(56) To give observations in respect of development by other authorities, government departments and statutory undertakers, subject to consideration by the Planning Committee of those applications that have serious implications for the Broads.	Director of Strategic Services Delivery or Head of Planning or Development Manager or Historic Environment Manager

Powers delegated to Chief Executive	Other authorised officers
(57) To submit observations on environmental issues and to lodge holding objections in respect of applications for Goods Vehicle Operators Licences.	Director of Strategic Services Delivery or Historic Environment Manager or Head of Planning
(58) To reply to consultation on certified sites for camping and caravanning and for caravan and tent rally sites.	Director of Strategic Services Delivery or Head of Planning or member of Planning Team
(59) To determine whether an environmental impact assessment is required, and to agree the scope of any environmental statement under the Environmental Impact Regulations 2017.	Director of Strategic Services Delivery or Head of Planning or Development Manager
(60) To determine whether applications are likely to have a significant effect on a European Site, following consultation with Natural England, under the terms of the Conservation (Natural Habitats Etc) Regulations 1994.	Director of Strategic Services Delivery or Head of Planning, in consultation with Environment Policy Adviser
(61) To respond to consultations on planning applications in respect of land outside the Authority's Executive Area, subject to consideration by the Planning Committee of those applications that have serious implications for the Broads.	Director of Strategic Services Delivery or Head of Planning or Development Manager
(62) In respect of applications that are located across the boundary of the Authority's area and partly in the area of the adjacent LPA: (i) to consider and decide whether the application should be dealt with by one or both LPAs; and (ii) to delegate to the adjacent LPA where appropriate; or (iii) to determine the applications on behalf of both LPAs.	Head of Planning or member of Planning Team
(63) To fulfil the Authority's role as a Competent Authority with regard to consideration of	Director of Strategic Services Delivery or Head of

Powers delegated to Chief Executive	Other authorised officers
development proposals affecting Special Protection Areas and Special Areas of Conservation in the Broads, including the determination of Appropriate Assessments.	Planning, in consultation with Environment Policy Adviser
(64) To make recommendations to Historic England on buildings worthy of inclusion on the national list of buildings of historical or special interest.	Director of Strategic Services Delivery or Head of Planning or Historic Environment Manager
(65) To respond to consultations on planning policy documents in respect of land outside the Authority's Executive Area, subject to consideration by the Planning Committee of those documents that have serious implications for the Broads.	Director of Strategic Services Delivery or Head of Planning or Planning Policy Officer
(66) To <ul style="list-style-type: none"> (i) agree a Neighbourhood Area; (ii) approve a Neighbourhood Plan for consultation under Regulation 16 and (iii) Approve a Neighbourhood Plan to go to referendum. 	Director of Strategic Services Delivery or Head of Planning

2(f) Recreation and tourism

Powers delegated to Chief Executive	Other authorised officers
(67) To exercise the powers and duties of the Authority in accordance with the overall policy determined by the Authority in relation to the following matters: <ul style="list-style-type: none"> (i) tourism, including interpretation, information and associated visitor services; (ii) common land; (iii) access to open country; (iv) open spaces; (v) caravan, camping and picnic sites; 	<p>In respect of (i), Head of Communications.</p> <p>In respect of (ii), (iii), (iv), (vi), (vii) and (viii), Head of Ranger Services.</p> <p>In respect of (v), (vi) and (xi), Head of Construction, Maintenance & Ecology and Waterways & Recreation Officer.</p>

Powers delegated to Chief Executive	Other authorised officers
<ul style="list-style-type: none"> (vi) recreation provision and associated facilities, including car parks and public toilets; (vii) country parks; (viii) public paths (except where delegated to the Planning Committee); (ix) the provision of accommodation, meals, refreshments, parking places and toilets; (x) environmental education; (xi) staithes. 	<p>In respect of (x), Education Officer.</p>
<p>(68) To confirm orders creating, diverting, extinguishing or downgrading public paths in respect of which there is no unresolved objection.</p>	<p>For Orders not made under the Town and Country Planning Act, Head of Construction, Maintenance & Ecology or Waterways & Recreation Officer.</p> <p>For Orders made under the Town and Country Planning Act only, Director of Strategic Services <u>Delivery</u> or Head of Planning.</p>
<p>(69) To respond to consultations from other public authorities on proposals to create, divert, extinguish or downgrade public rights of way.</p>	<p>Head of Construction, Maintenance & Ecology and Waterways & Recreation Officer.</p>

2(g) Conservation

Powers delegated to Chief Executive	Other authorised officers
<p>(70) To exercise the powers and duties of the Authority in accordance with the overall policies determined by the Authority in relation to the following matters:</p> <ul style="list-style-type: none"> (i) responding to notifications of operations within the Broads under Section 5(2) of the Norfolk and Suffolk Broads Act 1988; 	<p>In respect of (i), (ii), (iii), (iv), (v), (vi), (vii) and (viii), Environment Policy Adviser.</p> <p>In respect of (v), Head of Construction, Maintenance</p>

Powers delegated to Chief Executive	Other authorised officers
<ul style="list-style-type: none"> (ii) nature reserves; (iii) land drainage (including the preparation and review of a code of practice for drainage works); (iv) water quality; (v) responding to consultations on proposals to discharge trade and sewage effluent; (vi) responding to notifications on the making of farm capital grants; (vii) nature conservation (except where other provision is made in this scheme), including woodland and fen management, grazing marshes, research, site management and grant aid for conservation purposes; and (viii) the designation of areas of natural beauty under Section 4 of the Norfolk and Suffolk Broads Act 1988. 	<p>& Ecology and Waterways & Recreation Officer.</p> <p>In respect of (vii), Environment & Design Supervisor.</p>
(71) To respond to consultations under Section 36 of the Control of Pollution Act 1974.	Head of Construction, Maintenance & Ecology or Environment Policy Adviser.
(72) To enter into management agreements under Section 39 of the Wildlife and Countryside Act 1981 up to £20,000 for the duration of the lease agreement, limited to a period of 25 years.	Environment Policy Adviser or Environment & Design Supervisor
(73) To make holding objections to the making of farm capital grants.	Environment Policy Adviser
(74) To make representations to the Environment Agency following notification of applications for significant discharges under Section 36 of the Control of Pollution Act 1974.	Director of Operations <u>Delivery</u> or Head of Construction, Maintenance & Ecology or Environment Policy Adviser
(75) To make written representation on applications received under the Water Resources (Licences) (Amendment) Regulations 1989.	Head of Construction, Maintenance & Ecology or Environment Policy Adviser

Powers delegated to Chief Executive	Other authorised officers
(76) To fulfil the Authority's role as a Competent Authority with regard to consideration of proposed works affecting Special Protection Areas, Special Areas of Conservation and stipulated species in the Broads, including the determination of Appropriate Assessments.	Environment Policy Adviser or Ecology & Design Supervisor

2(h) Navigation

Powers delegated to Chief Executive	Other authorised officers
<p>(77) In respect of the Norfolk and Suffolk Broads Act 1988 (as amended): To exercise the following powers and duties of the Authority, in accordance with the overall policy determined by the Authority in relation to such matters and, where appropriate, in consultation with the Navigation Committee:</p> <ul style="list-style-type: none"> (i) the maintenance and improvement of the navigation area; (ii) the provision of moorings and other navigational facilities; (iii) the closure of waterways (other than for nature conservation purposes); (iv) the repair of landing places, embankments, private moorings and other similar structures. (v) To determine works licences. (vi) To seek modifications to plans submitted with applications for works licences. (vii) To enforce works licences. (viii) To remove obstructions from waterways. (ix) To dispose of dredgings. (x) To authorise named officers to require owners of craft to give information of the person in charge of their craft at any time, under Schedule 5, paragraph 9. 	<p>In respect of (i), (ii) and (iv), Director of Operations <u>Delivery</u> or Head of Construction, Maintenance & Ecology</p> <p>In respect of (iii), (viii), (x), (xi), (xii) and (xiii), Director of Operations <u>Delivery</u> or Head of Ranger Services.</p> <p>In respect of (v), (ix) and (xi), Director of Operations <u>Delivery</u>, Head of Construction, Maintenance & Ecology or Waterways Project Officer</p> <p>In respect of (vi), Director of Operations <u>Delivery</u>, Head of Construction, Maintenance & Ecology, Head of Ranger Services or Waterways Project Officer</p> <p>In respect of (vii), Director of Operations <u>Delivery</u>, Head of Ranger Services or Waterways Project Officer</p>

Powers delegated to Chief Executive	Other authorised officers
<p>(xi) To serve Notices under paragraphs 11 and 12 of Schedule 5 (which relate to the repair of landing places, etc and the removal of wrecks, etc) and to enforce such Notices. In the case of the removal of wrecks, this is subject to such vessels being raised and removed to a place of safety allowing an owner to be given prior notice to destruction, unless it had to be destroyed in situ as a result of its size and/or position.</p> <p>(xii) To mitigate oil pollution either as the harbour authority or if necessary as an agent for the Environment Agency.</p> <p>(xiii) To discount cargo tolls.</p>	
<p>(78) In respect of the Speed Limit Byelaws 1992, to approve registration marks for vessels.</p>	Collector of Tolls
<p>(79) In respect of the Navigation Byelaws 1995:</p> <p>(i) giving consent or approval to the following activities and imposing conditions on those consents or approvals:</p> <ol style="list-style-type: none"> a. towing; b. the use of blue lights and light signals; c. stern on or bow on mooring, approving places for such mooring and designating times when this is permitted; d. the mooring of vessels otherwise than broadside to a bank; e. anchoring in a channel; f. the turning of vessels; g. pyrotechnics; h. use of firearms; i. fun events; <p>(ii) restricting mooring at specific places;</p> <p>(iii) prohibiting vessels to be moored abreast at specific locations, imposing conditions in respect of multiple</p>	<p>Director of Operations <u>Delivery</u> or Head of Ranger Services</p>

Powers delegated to Chief Executive	Other authorised officers
<p>mooring and permitting exceptions to these restrictions;</p> <p>(iv) securing the removal of obstructions;</p> <p>(v) authorising officers to authorise passage through Carrow Bridge;</p> <p>(vi) giving directions in respect of precautions to be taken when loading and unloading vessels;</p> <p>(vii) appointing assistants to the Navigation Officer.</p>	
<p>(80) In respect of the Vessel Registration Byelaws 1997:</p> <p>(i) to request copies of registration certificates;</p> <p>(ii) to charge a fee for replacing certificates;</p> <p>(iii) to determine position of toll receipt on vessels;</p> <p>(iv) to prescribe the form of a toll application and specifying the details to be included in it;</p> <p>(v) to designate areas which private watercraft can use and prescribing the conditions for such use.</p>	<p>Head of Ranger Services or Collector of Tolls</p>
<p>(81) In respect of the Broads Authority Act 2009:</p> <p>(i) enforcing directions relating to the loading and unloading of vessels (section 10);</p> <p>(ii) exercising the powers and duties relating to the registration and licensing of vessels (section 11);</p> <p>(iii) designating authorised officers for the purpose of:</p> <p>a. entering and inspecting vessels and exercising related powers (section 17);</p> <p>b. exercising powers relating to unsafe vessels (section 19);</p> <p>(iv) determining whether a vessel is unsafe (section 18). (In this respect, it is intended that the authorised officers include qualified Boat Safety Scheme examiners and qualified Marine Surveyors);</p>	<p>Director of Operations<u>Delivery</u></p> <p>Head of Ranger Services</p> <p>Head of Safety Management (in respect of nos (iv), (vi), (viii)(c) and (xi))</p> <p>Head of Construction and Maintenance (in respect of nos (ix) and (x))</p> <p>Head of Information Technology and Collector of Tolls (in respect of nos (ii), (vii)(b), (viii)(c), (xi) and (xii))</p>

Powers delegated to Chief Executive	Other authorised officers
<ul style="list-style-type: none"> (v) exercising the powers and duties relating to the removal of unsafe vessels (section 20); (vi) designating authorised officers for the purposes of: <ul style="list-style-type: none"> a. requesting information about vessels (section 21); b. entering land, including adjacent waters (section 24); c. the inspection provisions in hire boat licences; (vii) serving notices requiring information from: <ul style="list-style-type: none"> a. masters and owners, etc as to vessels (section 22); b. landowners, etc as to vessels (section 23); (viii) exercising the following functions relating to water-skiing and wakeboarding: <ul style="list-style-type: none"> a. displaying directional signs (section 28(1)); b. designating authorised officers for the purposes of giving directions as to water-skiing and wakeboarding (section 28(2)); c. issuing, cancelling and amending permits for water-skiing and wakeboarding (sections 27 and 30); (ix) removing vegetation that is an obstruction or danger to vessels in the navigation area including the service of notices (section 39); (x) serving notices and exercising default powers in respect of vegetation that obstructs or is a potential danger to vessels in the navigation area (section 39); (xi) powers and duties relating to the licensing of hire boats (section 40); (xii) powers and duties relating to insurance requirements and offences as to standards and insurance requirements (sections 14 and 15). 	

2(i) Broads Local Access Forum

Powers delegated to Chief Executive	Other authorised officers
(82) To appoint and reappoint members to the Broads Local Access Forum, in consultation with the Chair of the Forum.	Director of Strategic Services Delivery

2(j) Miscellaneous

Powers delegated to Chief Executive	Other authorised officers
(83) To remove abandoned vehicles.	Head of Ranger Services
(84) To accept gifts of property on behalf of the Authority.	Management Team – in agreement between Directors
(85) To approve single grant requests up to £10,000.	Management Team – in agreement between Directors
(86) To approve payments of up to £5,000 to complainants who have suffered a direct identifiable loss as a result of the Authority's actions.	Management Team – in agreement between Directors
(87) In relation to matters under the Members' Code of Conduct: (i) To appoint three members of the Standards Committee to a Hearings Sub-Committee from time to time to hear and determine allegations of breaches of the Code of Conduct referred to it by the Monitoring Officer. (ii) To determine the procedure to be followed by the Hearings Sub-Committee.	Monitoring Officer

5. Powers delegated to the Chief Executive

5.1 To instruct a solicitor to:

- (i) institute, settle and enforce as appropriate, claims and proceedings:

- a. for the possession of property belonging to the Authority or for protection against trespass;
 - b. for the recovery of fees, tolls, rent and other sums owing to the Authority;
 - c. in respect of other financial loss suffered by the Authority.
 - (ii) defend, counterclaim, settle, as appropriate, civil proceedings against the Authority, in relation to claims not covered by the Authority's insurance policies and to lodge an appeal.
 - (iii) institute and prosecute proceedings relating to any function of the Authority and to lodge an appeal.
 - (iv) defend or lodge an appeal in any criminal proceedings against the Authority.
- 5.2 To authorise officers who otherwise have no right of audience to appear in Magistrates Court and County Court proceedings.
- 5.3 To execute deeds, contracts and other legal documents on behalf of the Authority to give effect to decisions taken by the Authority, its committees, the Chief Executive or other officers exercising delegated powers.
- 5.4 To make minor amendments to the Authority's constitutional documents such as to give effect to changes to job titles, reflect legislative changes and to improve layout or correct typographical errors.
- 5.5 To implement policies and procedures and take appropriate steps to protect the Authority from unlawful disclosure of personal information and to report data breaches to the data regulatory authority.

6. Powers delegated to the Director of ~~Finance~~Resources

- 6.1 To be responsible for the proper administration of the Authority's financial affairs in accordance with section 17 of the Norfolk and Suffolk Broads Act 1988, including:
- a. the regulation and control of finance, and the making of safe and efficient arrangements for the receipts of monies;
 - b. External and internal audit matters, including the appointment of internal auditors;
 - c. pension fund matters;
 - d. insurances.
- 6.2 To make suitable arrangements for the investment and realisation of short-term monies surplus to the Authority's requirements.
- 6.3 To operate the Authority's bank accounts, including:

- a. to arrange overdraft facilities as and when necessary and within such limits as may be approved by the Authority from time to time;
 - b. to arrange the opening, operation and closing of such subsidiary bank accounts as are deemed necessary for the control of, and accounting for, the Authority's money;
 - c. to manage the day-to-day cash resources of the Authority and arrange such temporary borrowing or investment of surplus money as is deemed necessary;
 - d. to negotiate and receive or repay loans subject to the receipt of the necessary government sanctions and consents.
- 6.4 In consultation with the Chief Executive, to write off:
- a. any obsolete stores or equipment, or loss of property not exceeding £25,000;
 - b. all bad debts to a maximum of £25,000 where all reasonable recovery action has been exhausted.
- 6.5 To borrow in accordance with the Authority's policy.
- 6.6 To lend in accordance with the Authority's policy.

7. Powers delegated to the Monitoring Officer

- 7.1 To carry out the statutory duties and powers of Monitoring Officer to the Authority under Sections 5 and 5A of the Local Government and Housing Act 1989 (as amended).
- 7.2 To grant dispensations under Section 33 of the Localism Act 2011.
- 7.3 To be responsible for all matters relating to complaints against Members made under the Code of Conduct, in accordance with the Authority's arrangements for dealing with complaints under the Code of Conduct for Members.

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APPENDIX 1

Material planning considerations (not an exhaustive list) which can be taken into account

- residential amenity, overlooking or loss of privacy
- highways safety and traffic generation
- noise and disturbance resulting from use
- contamination
- impact on trees
- effect on listed building, conservation area or archaeological interest
- layout and density of building
- design, appearance, and materials
- landscaping
- local, strategic, regional, and national planning policies, including emerging policies (incl. NPPF, Written Ministerial Statements etc)
- government circulars, orders, and statutory instruments
- previous planning decisions (incl. appeal decisions)
- nature conservation and bio-diversity issues
- flooding
- drainage

Non-material planning considerations (not an exhaustive list) which cannot be taken into account

- the perceived loss of property value
- private disputes between neighbours
- loss of a view
- impact of construction work or competition between firms
- restrictive covenants
- ownership disputes
- personal morals or views about the applicant
- boundary disputes

Appendix 3 - Terms of Reference of Committees (with tracked changes)



Terms of Reference of Committees Adopted ~~January~~September 2025

Contents

- General Duty 2
- Powers Reserved to the Broads Authority..... 2
 - A Policy..... 2
 - B Finance..... 2
 - C Navigation..... 3
 - D Conservation..... 3
 - E Recreation and Tourism 3
 - F Committees and Members 3
 - G Personnel Matters 4
 - H General 4
- Powers Reserved to Committees: General Clauses 5
 - 1. Navigation Committee..... 6
 - 2. Planning Committee 8
 - 3. Risk, Audit and Governance Committee 10
 - 4. Standards Committee..... 14
- Broads Local Access Forum ~~17~~16

General Duty

It is the general duty of the Authority to manage the Broads for 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.

In discharging its functions, the Authority shall have regard to:

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

Powers Reserved to the Broads Authority

A Policy

- (1) To set the Authority's overall policy and direction, including adopting and varying key documents such as the Broads Plan.
- (2) To adopt the Broads Local Development Scheme and the Broads Local Plan and approve any revisions which have policy implications.
- (3) To approve the list of annual strategic priority and key milestones.
- (4) To initiate special policy studies and investigations of particular significance to the Broads.
- (5) To approve the Authority's response to consultation papers which have strategic or policy importance for the Broads or the work of the Authority.

B Finance

- (6) To appoint an officer to be responsible for the proper administration of the Authority's financial affairs in accordance with section 17 of the Norfolk and Suffolk Broads Act 1988.
- (7) To approve the annual consolidated (general and navigation income and expenditure) budget (the latter after consultation with the Navigation Committee), to fix navigation tolls (after consultation with the Navigation Committee) and to approve additional expenditure over and above that provided for in the approved budgets.

- (8) To adopt the annual Statement of Accounts.
- (9) To monitor the resources of the Authority, and to have responsibility for the following specific matters:
 - i. making decisions about raising, varying or redeeming loans;
 - ii. approving individual grants which are not within the scope of the powers delegated to the Chief Executive;
 - iii. writing off any obsolete stores or equipment, loss of property or debt owing to the Authority insofar as such matters are not within the scope of the powers delegated to the Treasurer and Financial Adviser;
 - iv. approving the Annual Investment Strategy.
- (10) To monitor projects undertaken by the Authority, with particular regard to the letting of and compliance with contracts.

C Navigation

- (11) To apply for and object to Harbour Revision Orders (after consultation with the Navigation Committee).
- (12) To approve the closure of navigations for conservation purposes (except in cases of emergency, after consultation with the Navigation Committee).
- (13) To perform the role of Duty Holder under the Port Marine Safety Code, and to appoint the Designated Person.

D Conservation

- (14) To make decisions about the exercise of the Authority's functions in respect of conserving and enhancing the natural beauty, wildlife, and cultural heritage of the Broads in accordance with the powers and duties set out under Sections 4 and 5 the Norfolk and Suffolk Broads Act 1988.

E Recreation and Tourism

- (15) To make decisions about the exercise of the Authority's functions in respect of promoting the enjoyment of the Broads by the public as set out in Schedule 3 of Part II of the Norfolk and Suffolk Broads Act 1988.

F Committees and Members

- (16) To approve the setting up of any standing committees.

- (17) To approve the terms of reference of all committees.
- (18) To appoint members to any standing committee of the Authority (subject, in respect of the Navigation Committee, to prior consultation with that committee).
- (19) To appoint members to outside bodies where this function does not stand referred to another committee.
- (20) To approve the annual timetable of Authority and committee meetings.
- (21) To approve the Code of Conduct for Members.
- (22) To appoint the Authority's Monitoring Officer.
- (23) To consider and if necessary, act on recommendations from the Standards Committee in respect of matters relating to complaints of non-compliance with the Authority's Code of Conduct.
- (24) To set members' allowances.
- (25) To make standing orders in relation to the business of the Authority.

G Personnel Matters

- (26) To determine the grading, salary and terms and conditions of service of the Chief Executive.
- (27) To make arrangements for and approve the appointment of the Chief Executive.
- (28) To adopt amendments to local conditions of service where there are unresolved objections from members of staff and/or trade unions.
- (29) To determine any ex-gratia payments or honoraria to staff which are not within the scope of the powers delegated to the Risk, Audit and Governance Committee.

H General

- (30) To make byelaws (after consultation with the navigation Committee in the case of byelaws relating to the navigation area).
- (31) To make proposals for:
 - i. the variation of the area of the Authority;

- ii. the variation of the navigation area (after consultation with the Navigation Committee); and
 - iii. the alteration of the Authority's constitution.
- (32) To promote and oppose local Bills.
- (33) To exercise Compulsory Purchase Powers.
- (34) To take decisions:
- i. to exercise powers not hitherto exercised by the Authority;
 - ii. to cease to exercise any power of the Authority;
 - iii. involving the exercise of any powers of the Authority by any body other than the Authority or the Committee of the Authority to which those powers then stand delegated; and
 - iv. involving the endowment of the Authority with powers not hitherto held by it.

Powers Reserved to Committees: General Clauses

- (1) Any mention in the following terms of reference and delegations of any Act or statutory instrument or of any section or clause shall be deemed to refer to the same as at any time amended. Where that Act, instrument, section, or clause has been replaced, consolidated or re-enacted, with or without amendment, such mention shall be deemed to refer to the relevant provisions of the replacing, consolidating or re-enacting statute or instrument.
- (2) References to powers and duties under any Act include powers and duties under any statutory instrument made under that Act.
- (3) No general reference of a power, duty, function, or other matter to a committee shall include any matters specifically referred to another committee.
- (4) It is a condition of all delegations to all committees that they must report all important steps taken by them in exercise of their delegated powers to the extent necessary to ensure that all members of the Authority are broadly aware of the progress and the problems of the Authority in every sphere.
- (5) All delegated powers must be exercised in accordance with the approved Business Plan and budgets and the Standing Orders and Financial Regulations of the Authority.

1. Navigation Committee

Matters Arising from the 1988 Act (as amended by the 2009 Act)

- (1) To be consulted on:
 - (i) proposals to vary the navigation area (section 8(4) and the area of jurisdiction of the Authority (schedule 7 paragraph 5);
 - (ii) all the matters listed in section 9 (6) namely:
 - (a) before delegating any function of the Authority in relation to the navigation area to any person;
 - (b) before appointing any member of the Navigation Committee under this section;
 - (c) before proposing, determining or bringing into force any new policy, plan, strategy or procedure or any change to an existing policy, plan, strategy or procedure which may significantly affect the use or enjoyment of the whole or any part of the navigation area;
 - (d) before determining any application for planning permission which may significantly affect the use or enjoyment of the whole or any part of the navigation area and which materially conflicts with any policy, plan, strategy or procedure of the Authority;
 - (e) on the preparation of the annual budget, including in particular any income or expenditure attributable to the navigation area;
 - (f) (except in case of urgency) before incurring expenditure which may have a significant effect on the use or enjoyment of the whole or any part of the navigation area and which has not been specifically provided for in the annual budget approved by the Authority;
 - (g) before applying for any amendment of or alteration to the Navigation Committee's constitution as set out in this section or the Authority's constitutions as set out in section 1 of this Act or any change to the functions of the Authority in relation to the navigation area as set out in Part II of and Schedule 5 to this Act and under Parts 2 and 3 of the 2009 Act.
 - (iii) making, varying or revoking any byelaws under subsection 10(3) (see section 10(17) (a));
 - (iv) making any appointment under subsection 10(7) (see section 10(17)(b));
 - (v) determining any application for a works licence (see section 11 (13)).

- (vi) determining the level of any tolls or other charges to be imposed in respect of the navigation area or adjacent waters. (see section 13 (3)).
- (vii) The exercise of the powers under Part I of Schedule 5 (as required by paragraph 16 of Schedule 5). These functions are:
 - (a) Maintenance and improvement
 - (b) Dredging
 - (c) Communication with vessels
 - (d) Byelaws
 - (e) Supplementary provisions in relation to byelaws
 - (f) Contravention of byelaws
 - (g) Information as to navigation by pleasure craft
 - (h) Temporary closure of waterways
 - (i) Repair of landing places etc
 - (j) Removal of wrecks etc
 - (k) Nature conservation
- (viii) The exercise of the powers under Part III of Schedule 5 (as required by paragraph 16 of Schedule 5) concerning New rights of navigation (see paragraph 23 of Schedule 5).

Broads Authority Act 2009

- (2) To be consulted on:
 - (i) any proposal to give, amend or revoke a general direction (see sections 4 and 5 and schedule 1);
 - (ii) designating under section 14 any category of small unpowered vessels (see section 16(5)).
 - (iii) designating, amending, or revoking any part of the navigation area as a zone where waterskiing or wake boarding is to be permitted (see section 26(5)).

Other

- (3) To be consulted on:
 - (i) applications for harbour revision orders.

Matters Arising from the Legal Agreements with National Boating Bodies in respect of the Broads Authority Act 2009

(Note that these overlap the provisions listed above)

- (4) To be consulted on:
 - (i) implementation of the provisions in the 2009 Act;
 - (ii) information to be included on the application forms for registration and payment of tolls;
 - (iii) introduction of the Boat Safety Standards;
 - (iv) inspection procedure for vessels;
 - (v) removal of vessels procedures;
 - (vi) request for information procedure (including visiting craft);
 - (vii) hire boat licensing conditions;
 - (viii) policy for the temporary closure of waterways for recreational purposes.
- (5) To agree changes to the exemptions in respect of Boat Safety Standards as set out in section 16(6). (NB: This provision in the Agreement was intended to prevent the removal of any of the exemptions, which the 2009 Act now secures. However, the wording of the Agreement means that the Committee's agreement is required to add to the exemptions in section 16(6).
- (6) To agree exemptions from the need for compulsory insurance for small unpowered craft (see also section 16(5)).
- (7) To agree the format of financial reporting on navigation matters.

(Note: The requirement to consult under the legal Agreements extends to changes to anything previously agreed by the Authority following consultation).

2. Planning Committee

In accordance with the Code of Practice for members of the Planning Committee and officers:

- (1) To make recommendations to the Broads Authority on plan making functions with the objective of contributing to the achievement of sustainable development.
- (2) To prepare a statement of community involvement for the preparation and revision of the Broads Local Plan and for the exercise of the Authority's functions in relation to development control.

- (3) To make recommendations to the Authority on the preparation and maintenance of the Local Development Scheme and on the contents of the Broads Local Plan.
- (4) To respond to consultations from Government and other agencies and organisations in respect of any matter for which powers are delegated to this Committee.
- (5) To keep under review matters which are likely to affect the development of the area, or the planning of its development including relevant matters in any neighbouring area and make representations accordingly.
- (6) In accordance with the policies and any directions of the Authority, to exercise the powers and duties of the Authority relating to:
 - (i) development control, including the determination of planning applications, enforcement, revocation, modification and discontinuance orders, completion notices and Section 106 Agreements;
 - (ii) buildings of architectural and historic interest and town schemes (including their grant aid);
 - (iii) conservation areas;
 - (iv) ancient monuments;
 - (v) trees;
 - (vi) derelict and waste land;
 - (vii) advertisements;
 - (viii) the stopping up and diversion of public paths affected by development proposals and the downgrading of highways for amenity purposes;
 - (ix) hazardous substances;
 - (x) certificates of appropriate alternative development;
 - (xi) litter, abandoned motor vehicles and rubbish;
 - (xii) goods vehicles operator's licences;
 - (xiii) conservation of buildings and vessels, etc., under paragraph 42 of Schedule 3 to the Norfolk and Suffolk Broads Act 1988;
 - (xiv) spatial plans;
 - (xv) determining whether approval be given for the exercise of permitted development rights within a European Site, following consultation with

Natural England, under the terms of the Conservation (Natural Habitats Etc) Regulations 1994.

- (7) To agree with an adjoining planning authority that individual cross-border planning applications be wholly determined by either the Authority or the relevant Council.
- (8) To recommend to the Authority the making/adoption of Neighbourhood Plans.
- (9) To enter into a legal agreement to secure off-site Biodiversity Net Gain in the Broads area.

3. Risk, Audit and Governance Committee

Statement of purpose

- (1) The Risk, Audit and Governance Committee is a committee appointed by the Broads Authority with the functions set out within the following paragraphs.

Note: References to the Audit and Risk Committee (the predecessor committee) within existing documents, policies, procedures and Standing Orders of the Authority shall be interpreted as referring to the Risk, Audit and Governance Committee, unless the context clearly dictates otherwise.

- (2) The Risk, Audit and Governance Committee is a key component of the Authority's corporate governance framework. It provides an independent and high-level focus on the audit assurance and reporting arrangements that underpin good governance and financial standards.
- (3) The purpose of the Risk, Audit and Governance Committee is to provide independent assurance to the Authority's members of the adequacy of the risk management framework and the internal control environment. It provides independent review of the Broads Authority's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

Note: The appointment of internal auditors has been delegated to the Director of [FinanceResources](#).

- (4) In discharging its responsibilities, the Risk, Audit and Governance Committee has unrestricted access to officers and relevant information it considers is necessary to discharge its duties.

Governance, risk and control

- (5) To review the authority's corporate governance arrangements against the good governance framework, including the ethical framework and consider the local code of governance.
- (6) To review the Annual Governance Statement (AGS) prior to the Authority's approval and consider whether it properly reflects the risk environment and supporting assurances. This review will take into account internal audit's opinion on the overall adequacy and effectiveness of the authority's framework of governance, risk management and control.
- (7) To consider and approve reports on the effectiveness of financial management arrangements, including compliance with CIPFA's Financial Management Code.
- (8) To consider the authority's arrangements to secure value for money and to review assurances and assessments on the effectiveness of these arrangements.
- (9) To consider the authority's Corporate Risk Register to ensure that it adequately addresses the Authority's risks and priorities.
- (10) To monitor the effective development and operation of risk management in the authority.
- (11) To monitor progress in addressing risk-related issues reported to the committee and to seek assurance that risks are being managed appropriately and are using good practice.
- (12) To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
- (13) To review the assessment of fraud risks and potential harm to the authority from fraud and corruption.
- (14) To monitor and approve: the financial regulations; standing orders relating to contracts; procurement strategy and the counter-fraud, corruption and bribery strategy.
- (15) To review the governance and assurance arrangements for significant partnerships or collaborations.
- (16) To review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up of any instances of non-compliance.
- (17) To be the formal committee for dealing with members' concerns about governance issues at the Authority.

- (18) To consider and make recommendations about members' concerns regarding governance processes within the Authority. Such concerns to be raised in the first instance with the Monitoring Officer or Deputy Monitoring Officer.
- (19) To have general oversight of the Authority's governance arrangements.

Internal audit

- (20) To review and approve the internal audit charter.
- (21) To review proposals made in relation to the appointment of external providers of internal audit services and to make recommendations.
- (22) To approve the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.
- (23) To approve significant interim changes to the risk-based internal audit plan and resource requirements.
- (24) To make appropriate enquiries of both management and the head of internal audit to determine if there are any inappropriate scope or resource limitations.
- (25) To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the head of internal audit. To approve and periodically review safeguards to limit such impairments.
- (26) To consider reports from the head of internal audit on internal audit's performance during the year, including the performance of external providers of internal audit services. These will include:
 - (i) updates on the work of internal audit including key findings, issues of concern and action in hand as a result of internal audit work
 - (ii) regular reports on the results of the Quality Assurance and Improvement Programme (QAIP)
 - (iii) reports on instances where the internal audit function does not conform to the Public Sector Internal Audit Standards (PSIAS) and Local Government Application Note (LGAN), considering whether the non-conformance is significant enough that it must be included in the AGS.
- (27) To consider the head of internal audit's annual report:
 - (i) The statement of the level of conformance with the PSIAS and LGAN and the results of the QAIP that support the statement – these will indicate the reliability of the conclusions of internal audit.

- (ii) The opinion on the overall adequacy and effectiveness of the authority's framework of governance, risk management and control together with the summary of the work supporting the opinion – these will assist the committee in reviewing the AGS.
- (28) To consider summaries of specific internal audit reports as requested.
- (29) To receive reports outlining the action taken where the head of internal audit has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.
- (30) To contribute to the QAIP and in particular, to the external quality assessment of internal audit that takes place at least once every five years.
- (31) To consider a report on the effectiveness of internal audit to support the AGS, where required to do so by the Accounts and Audit Regulations.
- (32) To provide free and unfettered access to the audit committee chair for the head of internal audit, including the opportunity for a private meeting with the committee.

External audit

- (33) To support the independence of external audit through consideration of the external auditor's annual assessment of its independence and review of any issues raised by PSAA or the authority's auditor panel as appropriate.
- (34) To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
- (35) To consider specific reports as agreed with the external auditor.
- (36) To comment on the scope and depth of external audit work and to ensure it gives value for money.
- (37) To commission work from internal and external audit.
- (38) To advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.
- (39) To obtain reasonable assurance that management has acted on the results and recommendations of external audit engagements.

Financial reporting

- (40) To monitor and oversee the Authority's medium term financial planning, including the annual business plan.
- (41) To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the Authority's attention.

- (42) To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

Treasury Management

- (43) To monitor and review the treasury management policy and procedures to be satisfied that controls are satisfactory. This includes receiving regular reports on activities, issues and trends to support the committee's understanding of treasury management activities.
- (44) To review the Treasury and Investment Strategy prior to the Authority's approval.

Accountability arrangements

- (45) To report to the Authority annually on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of its governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

Miscellaneous

- (46) To determine any ex-gratia, severance or honoraria payments to staff that are not within the scope of powers delegated to the Chief Executive up to a maximum of £50,000 per event.
- (47) Members of the Risk, Audit and Governance Committee shall receive formal training on the purpose and mandate of the committee and any areas deemed necessary to assist in the discharge of the committee's duties

4. Standards Committee

Statement of purpose

The promotion and maintenance of high standards of conduct within the Authority.

- (1) To advise the Authority on the adoption, operation and revision of its Member Code of Conduct.
- (2) To review the Members' Register of Interests periodically and provide guidance and training as required.
- (3) To recommend training for members and co-opted members on matters relating to the Member Code of Conduct.
- (4) To receive and consider reports about complaints made under the Member Code of Conduct and the outcome.

- (5) To participate in the recruitment of the Authority's Independent Persons as required by the Localism Act 2011 and recommend the Authority approve their appointment.
- (6) To review the Protocol on member and officer relations in the Broads Authority prior to its consideration and adoption by the Authority.
- (7) To review the Social Media Policy prior to its consideration and adoption by the Authority.
- (8) To receive a report by the Authority's Monitoring Officer and consider if any future action is needed.
- (9) To monitor the Authority's compliance with its adopted core values and good practice on ethical standards and probity.
- (10) To deal with complaints that members have breached the Member Code of Conduct and, in connection with this function, to develop and adopt:
 - (i) assessment criteria for dealing with complaints
 - (ii) arrangements for dealing with complaints and publicising the arrangements
 - (iii) procedures for dealing with local investigations and
 - (iv) such other provisions and procedures as may be required.
- (11) To conduct hearings and make determinations in respect of complaints that members have breached the Member Code of Conduct in accordance with relevant statutory and constitutional requirements and, in connection with this function:
 - (i) To develop and adopt procedures for dealing with such hearings; and
 - (ii) To establish and maintain a Hearings Sub-Committee with its own terms of reference.
- (12) The Committee will comprise 7 members (a combination of both Secretary of State and local authority members.)
- (13) The Chair of the Broads Authority is ineligible to be a member of the Committee.
- (14) The Committee will hold a minimum of one meeting per annum and additional meetings as required by business.
- (15) The Committee will produce an annual report on its work to the Broads Authority.

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BROADS AUTHORITY

Broads Local Access Forum

Terms of Reference

1. The Broads Local Access Forum will have the following terms of reference:
 - (i) To be a statutory advisory body to provide guidance and advice to relevant authorities on the improvement of public access to the countryside of the Broads Executive Area and to contribute to opportunities for the enjoyment of the area.
 - (ii) To comment on draft maps of open countryside and registered common land for the Broads as will be produced by the Countryside Agency.
 - (iii) To provide a consultative forum for and advising on issues relating to access land, exclusions, restrictions, and the appointment of access wardens on land where new rights of access exist.
 - (iv) To contribute (in an advisory capacity) to the development of Rights of Way Improvement Plans which cover any part of the Broads Executive Area, together with any other strategies or plans relating to rights of way and open access.
 - (v) To advise on all other aspects of improvement of public access to land in the Broads for the purposes of open air-recreation.
 - (vi) To advise on issues relating to public access to water.
 - (vii) To advise on the promotion and appropriate use of opportunities for all types of users to enjoy access to the countryside.
 - (viii) To promote closer liaison and understanding between the various interest bodies and organisations which have an interest in access to the Broads and its wider catchment area.
2. In providing advice, the Forum will have regard to:
 - (i) the needs of land management;
 - (ii) the conservation of the natural beauty of the area;

- (iii) the management and maintenance of recreational access whilst balancing this against the needs of nature conservation, agriculture, the interests of landowners and managers, navigation and countryside management projects within the Broads;
 - (iv) the general duty of the Authority to manage the Broads for 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.
3. In providing such advice and comment the Forum shall also bear in mind the Authority's requirement to have regard to:
- (i) the national importance of the Broads as an area of natural beauty and one which affords opportunities for open-air recreation;
 - (ii) the desirability of protecting the natural resources of the Broads from damage; and
 - (iii) the needs of agriculture and forestry and the economic and social interest of those who live or work in the Broads.