

## **Broads Authority**

## Agenda 20 November 2020

10.00am

This is a remote meeting held under the Broads Authority's <u>Standing Orders on Procedure</u> <u>Rules for Remote Meetings</u>.

**Participants**: You will be sent a link to join the meeting. The room will open at 9.00am and we request that you **log in by 9.30am** to allow us to check connections and other technical details.

Members of the public: We will publish a live stream link two days before the meeting at Broads Authority – 20 November 2020. The live stream will be suspended for any exempt items on the agenda. Please email <a href="mailto:committees@broads-authority.gov.uk">committees@broads-authority.gov.uk</a> with any queries about this meeting.

#### Introduction

- To receive apologies for absence
- 2. Chairman's announcements
- 3. Introduction of members and declarations of interest
- 4. To note whether any items have been proposed as matters of urgent business
- 5. Public question time to note whether any questions have been raised by members of the public
- 6. To receive and confirm the minutes of the Broads Authority meeting held on **25 September 2020** (Pages 3-12)
- Summary of actions and outstanding issues following decisions at previous meetings to note the schedule (Pages 13-20)

#### Strategy and policy

- 8. Proposed navigation charges for 2021/22 in the navigation area and adjacent waters (Pages 21-46)
  - Report by Chief Executive, Chief Financial Officer and Collector of Tolls
- Water Resources East board membership (Pages 47-49)
   Report by Director of Strategic Services and presentation by Managing Director of Water Resources East

10. **Discovery Hubs** (Pages 50-65)

Report by Director of Strategic Services and presentation by Broads Charitable Trust trustee

11. **Statement of Accounts 2019/20** (Pages 66-185)

Report by Chief Financial Officer

12. Strategic Direction update (Pages 186-191)

Report by Head of Governance

#### Governance

13. Corporate Partnerships Register (Pages 192-205)

Report by Head of Governance

14. Recruitment of Independent Person (Page 206)

Report by Head of Governance

#### Reports for information

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

#### Minutes to be received

16. To receive the minutes of the following meetings:

Navigation Committee - 3 September 2020

Planning Committee - 11 September 2020

Planning Committee - 9 October 2020

17. Feedback from Members appointed to represent the Authority on outside bodies

#### **Outside bodies**

Broads Tourism, How Hill Trust, National Parks UK and National Parks England, Norfolk and Suffolk Broads Charitable Trust, Upper Thurne Working Group

#### **Local Authorities**

Broadland, North Norfolk, South Norfolk, East Suffolk, Norwich City, Great Yarmouth, Suffolk County, Norfolk County Councils.

18. Other items of business

Items of business which the chairman decides should be considered as a matter of urgency pursuant to section 1008 (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 29 January 2021 at 10.00am



## **Broads Authority**

# Minutes of the meeting held on 25 September 2020

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#### **Present**

Bill Dickson – in the Chair, Kelvin Allen, Harry Blathwayt, Stephen Bolt, Matthew Bradbury, Andree Gee, Tristram Hilborn, Tim Jickells, Bruce Keith, James Knight, Simon Roberts, Matthew Shardlow, Simon Sparrow, Nicky Talbot, Vic Thomson, Melanie Vigo di Gallidoro.

#### In attendance

John Packman – Chief Executive, Hilary Slater – Monitoring Officer, Andrea Kelly – Environment Policy Adviser, Emma Krelle – Chief Financial Officer, Natalie Beal – Planning Policy Officer, Rob Rogers – Director of Operations, Cally Smith – Head of Planning, Marie-Pierre Tighe – Director of Strategic Services, Maria Conti – Head of Governance (minute taker), Esmeralda Guds – Governance Officer (meeting moderator), Sarah Mullarney – Governance Officer (meeting moderator)

#### 1. Welcome and apologies

The Chairman welcomed everyone to the meeting.

**Apologies** were received from Gail Harris and Fran Whymark.

#### 2. Chairman's announcements

Openness of Local Government Bodies Regulations 2014 and provisions of The Local Authorities Police and Crime Panels (Coronavirus) Flexibility of Local Authority and Police and Crime Panel Meetings England and Wales) Regulations no. 392.

The Chairman reminded members that the meeting was being held under the provisions of the above regulations and in accordance with the Broads Authority's Standing Orders for remote meeting procedures agreed on 22 May 2020. The meeting was being live streamed and recorded and the Broads Authority retained the copyright. The minutes remained the record of the meeting.

#### Chairman's announcement

The Chairman commented on the unprecedented challenges the Authority had been facing in recent months, and acknowledged all staff for adapting to a changing operating environment because of the Covid-19 situation. He paid tribute to the frontline officers involved in responding to the recent tragic events on the waterways, and said the Authority and the commercial sector must consider what additional safety measures could be put in place.

#### 3. Introduction of members and declarations of interest

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

#### 4. Items of urgent business

There were no items of urgent business.

#### 5. Public question time

No public questions had been received.

#### 6. Minutes of last meeting

The minutes of the meeting held on 24 July 2020 were approved as a correct record and would be signed by the Chairman.

#### 7. Summary of actions and outstanding issues

Members received the latest summary of actions and outstanding issues following decisions at previous meetings. The Chief Executive reported that the Government's latest Covid-19 guidelines would not affect most staff operations, other than in some public facing roles. All staff remained busy, dealing among other things with an extremely high number of visitors, incidents of antisocial behaviour on the waterways, unpaid tolls, and new Government initiatives such as the Green Recovery Challenge, Kickstart and the cycling and walking plan for England. He asked members to bear with staff during this intense period.

The report was noted.

# 8. Response to Covid-19 emergency and financial position of the Broads Authority and local businesses

The Chief Executive introduced the latest update on the financial impact of the Covid-19 restrictions on the Authority and the hire boat industry, and the proposed way forward. The recommendations in the report were endorsed by the Navigation Committee on 3 September. The overall financial position was continuing to improve, and the shortfall in the Authority's toll income was now c.£200k. Next year was likely to be more difficult; hire boat numbers had reduced this year and were likely to fall further next year, although hire boat bookings for next year were promising. The number of private boats had also gone down this year. The resultant loss of income would put pressure on the Authority's expenditure, which was rising due to a number of factors including the recent 2.75% staff pay award, and plans to upgrade the tolls system and replace the Breydon Water marker posts. There were also ongoing financial demands such as ranger launch replacements, increasing litter collection and safety management. Details and options would be presented for members' consideration at the Tolls Briefing on 5 October.

A member suggested that the Authority investigate the funding streams available for Covid-19 business recovery, and that members should inform officers of potential opportunities.

In response to a member's question, the Chief Executive reminded members of the recent agreement with Defra, which in extremis would allow the Authority to use funds from National Park reserves for Navigation expenditure, with Defra making up any funding deficit beyond that up to a maximum of £800k. At present it seemed these steps would not be needed, and the Chief Financial Officer was meeting with Defra officials shortly to discuss the Authority's latest position.

The Chief Executive reported that the Comprehensive Spending Review outcome was awaited, but the Authority was likely to receive a 'flat cash' National Park Grant (NPG) settlement. While better than a cut, this still amounted to a reduction in spending power because of inflation. Historically, the NPG to the English National Park Authorities (NPAs) and the Broads Authority collectively had fallen by around £20m if the NPG in 2004/5, with inflation added, was compared to the current NPG level, and the CEOs were lobbying MPs to highlight this matter. The Government's response to the Landscapes Review was also awaited. The English NPAs were gathering evidence on the pressures being faced by Ranger Services this year and potentially into the future, and the Broads Authority had also presented its own case for more Rangers directly to Defra. The UK NPAs were working together on a bid to the national Kickstart Scheme to get young people into employment, and the Authority was bidding for seven job placements.

A member asked how the Authority was dealing with the significant increase in paddle sports this season. The Chief Executive said many of these new users were local young people, and the Rangers were speaking to them about tolls and safety matters.

A member referred to Defra's recent Environment Bill update on the development of targets to tackle environment issues, and asked how this would impact resources. The Chief Executive replied that, while the Authority could not rule out the short term need to transfer funds from the National Park reserves to fund Navigation expenditure to deal with current pressures, it was also working within the National Park family to highlight biodiversity issues in protected landscapes and what measures were needed.

#### It was resolved by consensus

- (i) To undertake a further survey of hire boat yard bookings and income at the beginning of October;
- (ii) To engage with individual yards to understand more fully their overall income position for this season and the prospects for 2021;
- (iii) To require yards to pay the third toll instalment of 30% by 30 September as already agreed; and
- (iv) To delay the date for the fourth and final toll payment of 30% to 30 November, to give time for the Navigation Committee and the Broads Authority to consider the results of the second survey and the level of charges for 2021/22.

#### 9. Options for the use of the Capital Receipts Reserve funds

Members received a report on whether the Authority should repay the Public Works Loan Board (PWLB) early and a proposal to use the Capital Receipts Reserve to fund improvements to the facilities for the boating public at Acle Bridge. The recommendations in the report were endorsed by the Navigation Committee on 3 September.

The Chief Executive said there were a number of possible calls on the Authority's capital reserves, but officers would like to prepare a detailed proposal for refurbishment works at

Acle Bridge. Members asked to see a fully costed plan for approval in advance of any works. It was noted that grant funding may be available for the provision of accessible public toilets, and the member for Norfolk County Council agreed to investigate this with his Council.

#### It was resolved by consensus

- (i) That early repayment of the PWLB loan is not appropriate;
- (ii) That officers prepare costed plans for the improvement of the facilities at Acle Bridge for the Navigation Committee and the Authority to consider at future meetings; and
- (iii) To note that the Management Team has decided to use a PWLB loan to finance the replacement of an excavator as highlighted in paragraph 4.1 of the report.

#### 10. Wetland demonstration project

The Environment Policy Adviser presented a proposal for the Authority to lead on the development of a wetland demonstration project in the Upper Thurne as part of the CANAPE programme, in collaboration with the Horsey Estate, the Internal Drainage Board and the Environment Agency.

The Chairman said this was a fantastic project and an example of what the Authority should be doing, and other members agreed.

A member referred to the shoreline management planning for this area of the coast, and that managed retreat would take the wetland demonstration project area back to salt marsh. The Environment Policy Advisor replied that shoreline management planning was a significant longer-term issue, but it was important to demonstrate that wetland could be managed in this way as part of the bigger land management picture. It was noted that this issue was discussed recently by the Broadland Catchment Partnership Steering Group.

Members asked if Anglian Water had been invited to contribute expertise or funding to this project, how this small-scale demonstration could be upscaled given the limited capacity in the Broads landscape, and how the project linked into the carbon reduction planning and the Environment Land Management (ELM) scheme Broads Test and Trial. A member said it was important to publicise the multiple benefits of the project, and asked about the viability of a larger market for sustainable products like reedmace.

The Environment Policy Adviser replied that Anglian Water was not a formal CANAPE partner, but was involved in the project and would be asked for advice on constructing the wetland. Authority officers were also getting advice from colleagues in Cambridgeshire, Germany and Denmark who had practical experience of this type of project, as well as keeping in touch with new products such as insulation boards from reedmace.

She went on to note that there was a need to map the many environmental land management initiatives and post-Brexit changes in a clear and simple way to help local farmers and land managers make decisions. Tier 3 in the ELMS Broads Test and Trial matched

Defra's national system for ambitious land use change such as creating wetlands on peatland, while Tier 2 was about delivering existing sustainable bespoke land practices such as grazing and fen management. The proposed demonstration project aimed to show farmers and land managers how this land use change worked in practice, and to keep in touch with others' work on testing the market viability of biomass products. While areas such as the Cambridgeshire fens may be better for large-scale reduction in carbon emissions from agriculture, the Broads site could act as a demonstration for other areas, particularly along the Thurne coastal drainage area and Waveney valley.

**It was resolved by consensus** to endorse a wetland demonstration project as part of the CANAPE programme in collaboration with the Horsey Estate, the Internal Drainage Board and the Environment Agency.

#### 11. Joint position statement on Strategic Flood Risk Assessment

Members received a report on a proposal to update the Joint Position Statement on Strategic Flood Risk Assessments, agreed by the Authority and the Environment Agency. The update was endorsed by the Planning Committee on 14 August 2020.

**It was resolved by consensus** to adopt the amended Joint Position Statement on Strategic Flood Risk Assessments.

#### 12. Annual meeting arrangements

The Chairman introduced a report noting that this year's Annual Meeting scheduled in July had been postponed due to Covid-19, and invited members' views on whether to hold the meeting this year.

A member said that, although there may be some lost opportunity for oversight by other members, it was logical to defer the next Annual Meeting until July 2021. Other members supported this view. A member said the Covid-19 situation could last some time and, while he saw merits on both sides about when to hold the meeting, the Authority should try to adopt its usual processes as much as possible. It was noted that everyone had to get used to a 'new normal'.

It was recognised that the Authority was facing difficult challenges over the next few months, and a member said it would be advantageous to maintain existing appointments at this time. The Chief Executive noted that an Annual Meeting in November would create a lot of work for officers already working under pressure, but it was for members to decide. A member said it was unnecessary to put this demand on officers, particularly as the national situation may be more settled by next year.

Nicky Talbot proposed, seconded by Bruce Keith, and

It was resolved by 17 votes for and 1 against to cancel the 2020 Annual Meeting and hold the next Annual Meeting in July 2021, with existing appointments effective until that time.

#### 13. Planning policy – Residential Moorings Guide

Members received the revised draft Residential Moorings Guide, being produced to help implement the Broad Local Plan policies relating to residential moorings. The report outlined the consultation responses to the first draft guide, and arrangements for public consultation on the revised document, approved by the Planning Committee on 11 September.

**It was resolved by consensus** to endorse the revised draft Residential Moorings Guide for public consultation.

## 14. Planning policy – guide to understanding and addressing the impact of new developments on peat soil

Members received the draft Peat Guide, being produced to support the Broads Local Plan policy on reducing the amount of peat that is excavated. The Planning Committee endorsed the draft guide for public consultation at its meeting on 11 September.

It was resolved by consensus to endorse the draft Peat Guide for public consultation.

#### 15. Annual safety audit 2019/20

Members received the annual health and safety report and the annual review of marine incidents for 2019/20.

#### It was resolved by consensus

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

# 16. Items of business raised by Designated Person in respect of Port Marine Safety Code

The Chairman introduced this item by saying that experience this season suggested members had serious issues to consider as a Board around the issues of alcohol and navigation. The Chief Executive had rightly commented publicly on this. These were not easy issues, and the Boat Safety Management Group would be meeting on 5 October to discuss them.

The Director of Operations said he had to report, with great sadness, a boating related fatality on the River Bure on 15 September. The matter was currently subject to a police investigation. He also reported that a team from the Marine Accident Investigation Branch was in the

Broads today to investigate the fatal accident at Great Yarmouth Yacht Station on 19 August. As both cases were under investigation, it was inappropriate to comment further at this stage.

The Director of Operations reported that Rangers were dealing with a high incidence of antisocial behaviour on the waterways, and had issued numerous advisory notices and verbal warnings. The Chairman commented that members had to think carefully how to support officers in managing this behaviour and keeping everyone safe.

A member said his own hire boat operation had altered its handover procedures to give hirers more information, but that antisocial behaviour witnessed during the Covid-19 situation was not specific to the Broads. Another member said he was shocked by the poor conduct he had seen on the Broads and local beaches, and by the number of boaters not wearing life jackets. However, he felt the Authority must be careful not to make rules this year that may not be needed next year. A member asked the Board to acknowledge its support for the bereaved families, hire boat operators and Authority staff affected by the recent tragic events.

The Chief Executive replied that the pattern of visitor activity this season, both in volume and behaviour, was being experienced across the National Parks, and Rangers were facing extremely difficult conditions. While some local issues were outside the Authority's control, there were things that could be done to promote safer behaviour. While he was pleased to hear that some handover procedures had been increased, he suggested members should revisit the idea of hire boat operators having an online training system for hirers prior to arrival. Hire boat design could also be looked at.

The Chief Executive added that toll payer surveys always pointed out the shortage of Rangers, and this was highlighted in the submission to Defra. While the Authority could not restrict visitor numbers, managing capacity safely was an issue to consider with boating organisations and other stakeholders. A member suggested the Authority also work with sectors such as the drinks industry to support educational programmes. Another member noted the stress people were under during the Covid-19 situation, and the need to be kind and set a good example.

#### 17. Minutes to be received

Members received the minutes of the following meetings:

- Audit and Risk Committee 3 March 2020
- Broads Local Access Forum 3 June 2020
- Navigation Committee 11 June 2020
- Planning Committee 26 June 2020, 17 July 2020, 14 August 2020

#### 18. Feedback from members appointed to outside bodies

The member appointed to the How Hill Trust reported that, as the Trust's operations depended largely on school visits, it was effectively furloughed.

#### 19. Formal questions

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

#### 20. Date of next meeting

It was noted that the next meeting of the Authority would be held on Friday 20 November 2020 at 10.00am.

The meeting ended at 12.07pm

Signed by

Chairman

### Appendix 1 – Declaration of interests: Broads Authority, 25 September 2020

Member	Agenda/minute	Nature of interest
Harry Blathwayt	10	Ward councillor
James Knight	8	Hire boat operator
Greg Munford	8	Hire boat operator
Simon Sparrow	8	Hire boat operator



## **Broads Authority**

20 November 2020 Agenda item number 7

## Summary of actions and outstanding issues following decisions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Transfer of Mutford Lock	26/01/2018	John Packman	To submit the two Harbour Revision Orders and complete the tripartite agreement to give effect to completing the transfer of Mutford Lock into the Navigation Area and ownership to the Broads Authority.	Aug 2018: The two HROs published for 42-day public consultation on 3 Aug. No objections have been raised under either order.MMO progressing HROs - anticipated to be determined by end July 2019.  Feb 2020: Final determination of HROs still awaited; Chairman took matter up informally with MMO at meetings in Dec 2019 and 12 Feb 2020. Date for final determination unknown.  28 Feb 2020: BA in phone conference with MMO and other parties to satisfy latest MMO questions.  1 June 2020: MMO drafted decision documents for Mutford Lock applications and put forward for final internal draft review. DfT have halted processing of HROs during COVID-19. Team keeping in correspondence and will update on time scales when known - suggested this may be in July.  Sept 2020: Awaiting determination of HROs by MMO, agreed in principle. Further questions raised from MMO, BA responded on 20 Aug and awaiting response from MMO legal team.  Nov 2020: Statement received w/c 2 Nov by our solicitors from MMO: "We are currently working on the final decision determination documents required, and will update you with a time frame as soon as we are able. I will talk with the team next week and request this."	31/07/2019
Pilot agri- environment scheme for the Broads (Broads Test and Trial of ELMS)	16/03/2018	Andrea Kelly	Submission to Defra for pilot agri-environment scheme for the Broads, which builds on partnership work with NFU and local land managers and is prepared with assistance of local conservation NGOs.	Oct 2019: Defra awarded Broads Test and Trial (T&T) contract. Sub-contracts awarded to Natural England, Norfolk Farming Wildlife Advisory Group and facilitator.  Nov 2019: Broads Test and Trial published on website. Project investigating payments, management interventions, monitoring and verification of interventions.  13 Nov 2019: First partnership workshop with 63 farmers and land managers hosted by BA, NFU, Natural England, Norfolk Farming Wildlife Advisory Group and facilitator, excellent participant feedback. <a href="https://www.broads-authority.gov.uk/looking-after/projects/environment-land-management-system">https://www.broads-authority.gov.uk/looking-after/projects/environment-land-management-system</a> . Workshop report circulated to Steering Group and participants and interested parties.  10 Feb 2020: Defra ELMs team and Broads farmer site visit.	30/10/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				Dec 2019 - May 2020: Objective 2 - Developed detail and costs of management interventions and scheme tiers for grazing marsh and fen/reedbed habitats; reviewed Site Emission Tool (carbon calculator) from similar habitats to trial from June 2020. Objective 3 - Trialled self-assessment form for fen and fen meadow in liaison with Conservation Organisations and Bristish Reed Growers Association. Objective 4 - Assessed local board roles and membership. Objective 5 - Mapped information to inform collaboration around the Broads. 29 April 2020: Submitted contract variation to Defra for extension from June-Oct and additional budget to collect data. Defra invited BA to submit costs for up to date fen management work. May 2020: Preparing online surveys and pre-recorded presentations. June 2020: Responded to Defra ELMS Policy Consultation and respondingtoDefraPeat Strategy Consultation. Signed new T&T Defra contract. Sent two online surveys to over 300 farmers and land managers - 77 completed. Contributed to thematic webinar on advice provision to Defra policy team. Preparing presentation to T&T thematic 15th July to Defra policy team. In discussion with partners and Defra on additional work to assess fen payments. Prepared grazing costs forverification with 10-15 farmers and land managers. Tested Site Emission Tool (carbon calculator) on one site and gaining agreement to test carbon savings on farmers land. Working with Oxford University Research Student to assess ELMS in Norfolk. Sept 2020: Analysed two online surveys. T&T report written for approval by Steering Group. Outputs include Broads Tier Structure, grazing payments budget and Collaboration Plan. EPA presented conclusions to Defra ELM scheme Policy Team. Defra requested BA applies for contract extension for further ELM scheme work, focusing on advice provision, formation of Local Board and role of convenors.  Oct 2020: Full Report and Summary Action Plan published (https://www.broads-authority.gov.uk/looking-after/projects/environment-land-management-scheme). Hel	
Acle Bridge	28/09/2018	John Packman	Chief Executive delegated – to continue discussions with the neighbouring landowner over the possibility of purchasing additional land at the Acle Bridge site;	Ownership of toilet block transferred from Great Yarmouth Borough Council to BA.Repairs to moorings at Acle Bridge and installation of electric charging points included in work programme for Winter 2019/2020.	31/01/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			to continue discussions with Great Yarmouth Borough Council for the acquisition of the toilet block; to proceed with the essential repairs to the moorings at the Acle Bridge site subject to the views of the Navigation Committee; to investigate whether the development of a Visitor and Education Centre could form an important element in a wider more ambitious project to improve the infrastructure for Broads tourism and raise awareness of the special qualities of the area in future; and in the context of reviewing the Sustainable Tourism Strategy, to consider with members options for a wider project to enhance tourism in the Broads.	Nov 2019: Acle Bridge site in Visitor Services Review (Exempt report) on BA agenda 22/11/19.  Feb 2020: Piling works started at Acle Bridge 24-hour moorings. Phase 1 to renew 110m of piling, install new mooring path and three electric charging points. Works to extend beyond Easter and involve moorings, section of Weavers Way, car park and toilet area. 55-metre section of mooring to be left open on upstream end for boaters to moor during works. Footpath access from mooring only available for pedestrians heading towards Oby and Thurne. Weavers Way public footpath through construction site closed until project completion. Advance notices installed on Weavers Way. Works monitored and areas of site opened as soon as safe to do so.  June 2020: Following break from site due to Covid-19, contractor returned late May and has made good progress with piling and tie-rods. Approx 6 more weeks of work required, taking project into late July.  Sept 2020: Mooring works completed and 24 hour mooring site open to public. Due to high demand for electricians, installation of electric charging pillars delayed - expected within next 6 weeks.  Nov 2020: Electricians carrying out works to install electric charging points at Acle Bridge 24 hr mooring - completion date 13 November.	
National Parks Review: Response	28/09/2018	John Packman	That the Chairs' Group, together with the Chief Executive, provide a robust response for submission to the Review Team based on the eight areas required of the team and guidance from Members as indicated. Deadline response submission 18 December 2018. Chairs Group to meet 5 Dec 2018 to finalise response and consider points raised. Members also able to submit individual responses.	Sept 2019: Landscapes Review Final Report published 21 Sept. Awaiting Government response to review.  https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachme nt data/file/833726/landscapes-review-final-report.pdfNov 2019/ Jan 2020: Members received preliminary paper for discussion. Report on 31 Jan highlighted Review's 27 proposals and asked Members to consider BA priorities for more detailed discussion. Agreed to focus on where BA already taking action in line with Broads Plan, and where resources allow.  Mar 2020: Issues for future discussion: Climate change and carbon capture; Biodiversity and future of agriculture; Promoting wider participation with National Parks on health and wellbeing benefits; Explore Proposal 21 Welcoming new landscaping approaches in cities and the coast - e.g. Norwich City as a National Park City.  May 2020: Report and presentation on climate change to be given at BA meeting 24 July 2020.  Oct 2020: Awaiting Government response on Landscape Review.	24/07/2020
Collaboration with Norfolk County Council	01/02/2019	John Packman	That the Authority supports Norfolk County Council's aspiration for a single management structure for the Norfolk Coast Area of Outstanding Natural Beauty and the Wash, and North Norfolk Coast Natura 2000. That the areas of co-operation with Norfolk County Council and the progress that is being made is noted. That	Collaborative work ongoing with Norfolk County Council.  4 Jul 2019: BA member and officer site visit to Norfolk coast in association with Norfolk Coast Partnership.  Project proposal for BA to be partner in Interreg EXPERIENCE project successful. Kick-off meeting (initially scheduled in Dec 2019, postponed due to election purdah) in Feb 2020.  May 2020: Scoping Cooperation Agreement between BA and Norfolk County Council.	22/05/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			officers explore the possibility of more formal yet flexible platforms for future collaboration with Norfolk County Council focussing on procurement, bidding for external funding and staffing arrangements (e.g. Memorandum of Understanding). Project proposal to be submitted to Norfolk County Council to be a partner in the EU Interreg programme Experience. This 3 year project involves taking forward the recent Discover England project to French and US markets and extending National Park branding. The draft budget is c.£270,000 over 3 years with a match funding contribution from the Authority of £75,013.	June 2020: BA supporting development of Norfolk and Suffolk Environment Plan, led by Norfolk and Suffolk County Councils. UEA developing asset inventory with set of indicators.  July 2020: Cooperation Agreement between BA and Norfolk County Council under review by nplaw. Norfolk Coast Partnership Management Group due in July to be replaced by series of topic-specific emails, including 2020-21 planned actions for AONB and new Management Plan.  Sept 2020: Awaiting feedback on final draft of Cooperation Agreement between BA and Norfolk County Council. Feedback provided to North Norfolk AONB on their draft Management Plan.  Oct 2020: Cooperation Agreement between BA and Norfolk County Council (NCC) signed. BA officer registered to bid writing course organised by NCC. BA contributing £1k to Norfolk Coast Biodiversity Audit.	
Hosting National Parks' Communications Unit	22/03/2019	Rob Leigh	BA hosting UK National Parks Communications Service on basis set out in report, and Appendix 1 of report approved.	1-3 Oct 2019: BA hosted National Parks Heads of Communication Officers meeting. 28 Nov 2019: Communications Strategy approved by English CEOs Group and Chairs Group. Internal roll out of National Parks branding/messaging launched. BA staff briefed on 16 Oct and Members on 22 Nov. 17 Jan 2020: Work ongoing to scope review of National Parks website. Ongoing campaign support includes photography competition and Discover National Parks Fortnight 4-19 April 2020. Workplan and steering group meetings scheduled. 2-4 Mar 2020: Heads of Communications meeting. July 2020: Virtual meeting of all Heads of Communications arranged for 29 Sept. August 2020: New website progressing, with expected launch Autumn 2020. Collaborative safe visiting (Covid safe) visitor messaging campaigns ongoing. Nov 2020: New website launched. Other ongoing work includes relaunch of National Parks e-newsletter (Dec 2020), communications on COVID-19 and new visitor information, and planning for virtual Discover National Parks Fortnight in 2021.	
Permissive footpath at Reedham: Recommendation from Broads Local Access Forum	26/07/2019	Rob Rogers	To instruct BA officers to continue discussions with Norfolk County Council, Reedham Parish Council and landowner to find collaborative solution to missing permissive footpath link at Reedham.	5 Feb 2020: Meeting between Lewis Treloar (BA), Chris Mutton (landowner), Reedham Parish Council and their solicitor to come up with agreed solution to reinstate permissive path. All parties agreed in principle to lease between BA and landowner, with RPC taking on management and financial aspects of route. Quotes for all materials and contractors provided. Awaiting RPC review of written agreement and all parties to sign.  May 2020: With solicitors to finalise agreement; all parties happy to proceed.  July 2020: Agreements signed and sealed. Contractor to begin work soon with aim to reopen by end Sept.  Oct 2020: All furniture installed and path reopened - project completed.	03/06/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Wherryman's Way footpath on River Chet	26/07/2019	Rob Rogers	Wherryman's Way footpath by River Chet included in priority actions for new Waterways and Recreation Officer. Discussions ongoing with Norfolk County Council.	Work to be split into 2 phases over winter 2020 and 2021. Plan is to concentrate efforts in first year on Loddon FP4, Langley with Hardley FP9 and Loddon FP5.  NCC to repair two bridges at Loddon FP4 by Sept 2020.  Environmental officers to complete minor tree/shrub clearance by Oct 2020.  BA operations team to dredge Chet for 3 months from Oct 2020 and dispose of material on sections of footpaths mentioned. They will return 6 months later to rebuild paths with new material. Similar work to continue in 2021 to restore rest of footpaths at eastern end of Hardley Flood.  May 2020: Project now part of a much larger programme of works in partnership with Norfolk County Council and CIL application; to include new circular routes, bank stabilisation, signs and infrastructure, and access for all resurfacing works. Programme improvements across entire Wherryman's Way beginning 2021.  Oct 2020: Funding application submitted Aug, been through first round approval and decision to be made in December. Funds available from April 2021 if successful.	31/12/2021
Draft planning documents for consultation	27/09/2019	Natalie Beal	Processes for consultation on Draft Marketing and Viability SPD and Residential Moorings Guide, and adoption of Flood Risk SPD and Statement of Community Involvement.	Sept 2019: Documents submitted for first stage public consultation from 30 Sept to 22 Nov.  Jan 2020: Statement of Community Involvement (SCI) and responses to consultation considered by Planning Committee on 6 Dec 2019 and adopted by BA on 31 Jan 2020.  Jan-Mar 2020: Flood Risk SPD and responses to consultation considered by Planning Committee on 10 Jan. Amended SPD approved by BA for 2nd round consultation from 31 Jan to 6 March. Planning Committee 6 Mar recommended that BA adopt SPD following minor amendments.  May 2020: Marketing and Viability SPD before Planning Committee 7 Feb and 6 Mar and recommended for second round consultation (under delegated powers in light of COVID-19 lockdown). Consultation from 16 March to 5 June. Residential Moorings Guide endorsed for consultation by Planning Committee on 6 March, consultation period from 16 March to 5 June.  July 2020: BA adopted amended SCI to reflect COVID-19 restrictions.  25 Sept 2020: BA endorsed joint statement with Environment Agency on Strategic Flood Risk Assessments.  Oct 2020: Draft Residential Moorings Guide and Peat Guide both out to public consultation.	24/07/2020
Extinguishment of Public Rights of Way	27/09/2019	Lewis Treloar	To approve the preparation of the Public Extinguishment Orders for the PROWS which have been diverted under the Broads Flood Alleviation Project (BFAP).	<ul> <li>6 Jan 2020: Consultation began for extinguishment of first bundle of footpaths (Cantley FP18, Stokesby FP6 and Mautby FP12)</li> <li>5 Feb 2020: Consultation ended 3 Feb and Orders signed and sealed, with notices served to relevant stakeholders.</li> <li>3 Mar 2020: One objection recieved a day before confirmation of the Orders was set to go ahead.</li> <li>18 Mar 2020: Objection withdrawn following discussions.</li> </ul>	31/05/2021

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				May 2020: Confirmation agreed but progress postponed due to COVID-19 situation.  Jul 2020: Awaiting guidance from Highways Authority on when process can be finalised.  Aug 2020: Still no update from Defra.  Oct 2020: First bundle of footpaths confirmed; awaiting NCC legally to remove them from definitive map. Work on extinguishing next 3 paths to begin Nov 2020.	
Water Resources East	27/09/2019	Marie- Pierre Tighe	Broads Authority to join Water Resources East (WRE) Water Resources Board at a cost of £15,000 for 2019/20 to support work and connect initiatives in Broadland catchment to wider Eastern Region. Funds to come from National Park Reserves. BA to review its WRE membership in September 2020.	8 Oct 2019: WRE Directors' Board meeting attended by Director of Strategic Services, who was appointed as Board member. On agenda: Board and governance matters, appointments, technical programme, engagement.  15 Oct 2019: WRE Strategic Advisory Group attended by Director of Strategic Services and Catchment Officer, engaging with wide range of stakeholders.  Oct 2019: WRE added to BA Partnerships Register. Dec 2019: WRE Managing Director presented their work to Broadland Futures Initiative group.  14 Jan 2020: Director of Strategic Services attended WRE meeting. On agenda: Procurement policy and appointment of auditor, operational budget, 2020/21 business plan. Overall aim is to agree Water Management Plan by December 2021.  11 March 2020: Director of Strategic Services attended WRE meeting. Main discussion item was draft business plan. April 2020: WRE hosted discussion with support from NALEP to discuss potential water related project opportunities in Norfolk and Suffolk. Next meeting 22 June 2020  June 2020: Board approvedWRE 3-year business plan. https://wre.org.uk/wpcontent/uploads/2020/07/WRE-Draft-3-Year-Business-Plan-2020-23-FINAL-for-publication.pdf  WRE's vision is "for Eastern England to have sufficient water resources to support a flourishing economy, a thriving environment and the needs of its population, and for the region to be seen as an international exemplar for collaborative integrated water resource management."  Sept 2020: Next board meeting on 12 October 2020.  20 Nov 2020: WRE Membership review on BA agenda.	30/09/2020
Responding to Climate Change Emergency	27/09/2019	John Packman	To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to: Recognise climate emergency; Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040; Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system; Work with constituent local authorities to reduce emissions from domestic, travel and other sources in the Broads across the two counties; Work	Sept 2019: Principles agreed - first in series of items dealing with climate change.  22 Nov 2019: Presentation to BA from Asher Minns, Director of Tyndall Centre at UEA and update by CANAPE Project Manager/Carbon Reduction Projects Manager.  10 Jan 2020: Planning Committee report on planning policy response to climate change mitigation and adaptation.  May 2020: Progress report to BA prepared on Climate Change Action Plan for Broads Authority and Broads Area. Deferred to BA meeting in July due to COVID-19 situation.  July 2020: Report on agenda on Climate Change Action Plan - agreed to set target of 1.5 degree compliant emissions curve for Broads executive area, in line with Tyndall Centre recommendations, and use as basis for public engagement and working with partners.	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			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; Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism; Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.	Sept 2020: National Parks England received data from BEIS on emissions from National Parks and the Broads. Work underway to better understand these figures, in particular around boating emissions listed as several times higher than previous estimates. Yare House electricity supply switched to Green Tariff. BA investigating capacity of its equipment to use higher percentages of biofuel. These measures will achieve targeted savings for this year.  With South Downs NPA, BA working with Smallworld Consulting Ltd to deliver Consumption Baseline for Broads Area by March 2021. From data provided by this and BEIS data, BA will establish savings needed in each year to achieve carbon neutrality.	
Visitor Services Review (Exempt)	22/11/2019	Rob Leigh	To continue to examine the short-term options presented and test different small-scale options if possible, and to defer considering a business case and site analysis for a Visitor and Education Centre.	Nov 2019: Acle Bridge site included in strategic approach to visitor services in Visitor Services Review (exempt report) to BA on 22 Nov. In line with BA decision, current visitor services development focusing on sites other than Acle Bridge, e.g. Forum in Norwich. Mar 2020: Negotiations with Norwich City Council continuing positively. Aiming for launch of new facility in Norwich Forum in April. BA committed financial support from existing visitor centre budgets towards staff presence and refurbishment works. Good progress made for visitor centre presence at Lowestoft rail station, aiming to be in place in April and funded from existing visitor centre budgets.  May 2020: Plans on hold due to COVID-19 situation.  July 2020: Plans for refurbishment of new combined Norwich / Broads/ Jarrold visitor centre at Norwich Forum on hold until close of season 2020; likely to be in done in time for 2021 season. May be possible to have Broads presence within visitor centre from late July 2021; awaiting update from Norwich City Council on reopening plans. Lowestoft Rail Station Broads National Park signs and Suffolk Wildlife Trust Carlton Marshes visitor centre display on hold due to COVID-19.Existing TICs at How Hill and Hoveton reopened on 4 July. Boat trips expected to be running again by end of July.  Sept 2020: Ra trip boat awaiting repair to control unit, which has delayed trips restarting. Visitor centres: Norwich City Council trialling reopening Norwich Forum with reduced capacity; working towards refurbishment for 2021 season but uncertainty due to C-19 and Jarrolds reorganisation. Broads National Park display completed at Lowestoft train station TIC (run by Community Rail Partnership). Suffolk Wildlife Trust, Carlton Marshes agreed to install Broads National Park displays before official opening Spring 2021 (soft opening Autumn 2020).	31/03/2021
Appointment of Monitoring Officer	25/06/2020	John Packman	To delegate to the Chief Executive the authority to negotiate and enter into a Section 113 Agreement with East Suffolk Council to allow Mrs Slater and Mr Bing to work for the Broads Authority, while remaining East Suffolk Council employees.	25 Jun 2020: Draft S113 Agreement received.Jul 2020: Advice received from Birketts on draft Agreement.  Aug 2020: Legal advice sent to East Suffolk Council.	24/07/2020

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Response to the COVID-19 emergency and the financial position of the Broads Authority and local businesses	25/06/2020	John Packman	That the Authority supports the approach for hire boat charges in 2020/21 outlined in the report following consultation with the Navigation Committee on 11 June 2020.  To authorise the Chief Executive to negotiate and sign a Change Control Notice to the Authority's Funding Agreement with Defra on the lines set out in paragraph 2.2. of the report, following consultation with the Chairman and Vice-Chairman of the Authority and the Chair and Vice-Chair of the Navigation Committee, and subsequent circulation of the document to members for comment.	July 2020: Chief Executive gave verbal update at 24 July BA meeting. Hire boat operators informed of arrangements agreed by BA on 1 July 2020. Survey of hire boat operators carried out on impacts of Covid-19 on their businesses.  3 Sept 2020: Update to Navigation Committee on BA financial position and hire boat operators survey results; NC endorsed recommendations to BA as in report on today's agenda.  Nov 2020: Second hire boat operators survey carried out. Member briefing on tolls 5 Oct. Update report to Navigation Committee 22 Oct and recommendations in report to BA on today's agenda.	03/09/2020

Date of report: 10 November 2020



## **Broads Authority**

20 November 2020 Agenda item number 8

# Proposed navigation charges for 2021/22 in the navigation area and adjacent waters

Report by Chief Executive, Chief Financial Officer and Collector of Tolls

#### Purpose

This report outlines the Authority's response to the safety concerns raised this year and proposes the level of navigation charges for 2021/22.

#### **Broads Plan context**

Aspiration 4 is to maintain a safe, open navigation and reduce pressures on busy or vulnerable areas, with a strategic action to implement, promote and monitor measures to maintain and improve safety and security for the navigation and boats.

#### Recommended decision

In line with the recommendation of the Navigation Committee, it is proposed that:

- i. The deadline for the collection of the final instalment of this year's hire boat tolls is confirmed as 30 November.
- ii. A package of safety measures is implemented, including the development of online training for hirers in conjunction with the Broads Hire Boat Federation, and a significant increase in the level of patrolling by Rangers as set out in Section 4.
- iii. With permission from Defra, National Park Reserves are used on a once only basis to fund Navigation Expenditure on safety, to the level of £130,000 in 2021/22 and £120,000 in 2022/23.
- iv. Navigation charges for the year 2021/22 are raised across the board by +4% to maintain services and provide for continued funding of the safety package in 2023/24.
- v. The review of the Authority's hire boat licensing arrangements by officers is noted with a verbal update provided at the meeting.

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#### 1. Introduction

1.1. Setting navigation charges for 2021/22 is challenging because of the uncertainty associated with the COVID-19 pandemic, this year's significant decline in the number of hire boats, and the urgent need to improve safety on the Broads waterways.

#### 2. Hire boat industry

- 2.1. The report to the Broads Authority meeting in September showed a recovery in the economic fortunes of the hire boat companies following the partial lifting of COVID restrictions, and this is confirmed by the latest survey results.
- 2.2. 25 companies were surveyed and 11 responded. Income for day boats has recovered better than for weekly hire boats, and the passenger boat operators have been hardest hit. Government support through the Job Retention Scheme, VAT relief and local authority grants have made a large difference to some of the smaller companies, with two of them reporting +40% and +44% increases in income compared to 2019. Overall, the position is far better than in June when a reduction in tolls was first mooted, and there no longer seems the justification to delay the collection of the final instalment of hire boat tolls.
- 2.3. Appendix 1 shows the number of hire boats in the different categories as at 30 September, and Appendix 2 shows the equivalent figures for private boats. There has been a 154 (10.5%) reduction overall in the number of hired boats compared to last year. The loss of 65 weekly hire motor cruisers, which account for most of the hire boat income, is the most significant. We are also aware that there will be further reductions in 2021. In part, this is a symptom of the ongoing restructuring of the industry with the

sale of older, less attractive boats and the investment of the proceeds into a smaller number of new larger boats by some of the bigger yards, as well as the exit of smaller non-profitable operators. The impact of these reductions is a predicted loss of £93,000 in toll income, assuming the full final instalment of the hire boat tolls is paid in November.

#### 3. Responding to safety concerns

- 3.1. Following the lifting of COVID restrictions and 'unlocking' of the Broads in June, which allowed the public to venture out and stay away from their home locations overnight, the Broads has seen a massive upswell in visitors. This has been compounded by the shorter holiday season, which would usually start in April but this year was condensed into July to October.
- 3.2. Many of these visitors are new to the Broads, with some hire boat companies reporting that over 80% of their holiday bookings have been to families and groups who have not hired a boat on the Broads before. This is excellent news for local businesses and for increased public awareness about the Broads. However, as reported to the Navigation Committee in October, new audiences can also bring new challenges, and we have seen a lower level of experience in boat handling and an increase in poor behaviour and river etiquette.
- 3.3. The Broads is a relatively safe environment for the boating public, but this year there have been four fatal accidents, three in a four-week period. On 19 June, a man returning to the boat he lived on missed his footing and drowned in the River Wensum in Norwich. On 19 August, a woman fell from a boat near the Great Yarmouth Yacht Station and was fatally injured. On 6 September, a man returning to a boat at Loddon Staithe fell in and drowned. On 15 September, a man was severely injured in the Lower Bure and later died from his injuries.
- 3.4. These have been terrible accidents. As well as thinking about the families and friends of those who died, our staff who attended the scenes were deeply affected by the incidents, requiring support from the Authority. This season has also seen a high number of serious incidents and injuries, including broken legs and ankles from falls while embarking or disembarking vessels.
- 3.5. The Department of Transport's Marine Accident Investigation Branch (MAIB) is investigating the fatal incident on 19 August, and the Head of Ranger Services and I met them recently, as did our Head of Safety Management. The normal timescale for the publication of their findings is 7-9 months. While it would be wrong to comment on the individual incidents at this stage or second guess what recommendations will be in the MAIB Report, the Authority has a duty regarding public safety on the water and needs to respond to the increase in poor behaviour on the water and to the issues that have emerged from the discussions with the MAIB Inspectors. The Inspectors have indicated that any actions taken by the Authority in advance of the publication of their report can be included within it.

- 3.6. Some of the key areas of concern and interest from the MAIB relate to the need for pre-visit training/awareness raising for hirers, the handover procedure, tidal conditions, and the excessive consumption of alcohol by some groups, both private and hire.
- 3.7. We are making progress with the Broads Hire Boat Federation on the development of an online training package for hirers (also potentially of benefit to private owners). The proposal is that the Authority would contribute £20,000 towards this project. The other ways we can respond to these concerns is by increasing the level of patrolling by Rangers and through our hire boat licensing function.

#### 4. Increased Ranger patrolling

- 4.1. Our Rangers and Yacht Station staff play a crucial role in advising and helping inexperienced hirers to enjoy the waterways safely. However, for the reasons set out below, our eight Ranger launches are not on patrol every day during the summer season. Typically, they are on patrol four days a week on average (although the Breydon and Wroxham launches are out nearly seven days a week). While an increased number of Rangers would not have made a difference to the recent fatalities, it would have had an impact on managing the high levels of anti-social behaviour. With next year's bookings at healthy levels, we need to consider whether we can afford to increase the Ranger coverage in the summer season.
- 4.2. A Ranger's role is not just focused on patrolling (navigation). Usually their duties are split 60% on navigation functions and 40% on National Park work. Consequently, they are usually funded 60% from Navigation Income and 40% from National Park Grant. This year, because of the pressures on the waterways, much more Ranger time has been spent on navigation activity (currently 83%). Patrolling and mooring checks were considered essential work that we prioritised, while most of the countryside tasks, including educational visits and events, were cancelled. The budget will be amended at the end of the year according to the time spent. The impact of a 70:30 split on Navigation in 2020/21 would be in the region of £75,400 in additional expenditure. It is proposed to increase the patrolling activity by maintaining a 70:30 split for future years.
- 4.3. Ranger non-patrolling duties include carrying out countryside checks (each team has a land area to manage and check for safety). They also have duties like tree and scrub maintenance, mowing Rights of Way (to meet the countryside element), and carrying out inspections of navigational marks and welfare checks on constant cruisers. Factor in surveys of adjacent waters, prosecution files or chasing up warnings and other blue book issues, and it adds up to a considerable amount of time on tasks other than patrolling.
- 4.4. Rangers are contracted to work 37 hours a week, and have terms and conditions like all our staff. Their work is rostered and designed to allow maximum network coverage, but has to factor in other duties, time off in lieu (accrued due to not always being able to always finish on time if dealing with river issues), annual leave, sickness and escorts or other urgent duties, and allowing break periods and some weekends off. The support

from our Volunteer Rangers is helpful, but it must be acknowledged that their role is limited, as:

- Some volunteers are not active under COVID restrictions because of their vulnerability;
- They do not have the same powers or experience as a full-time Ranger and therefore are not required to function as a paid employee. They offer a reassuring presence; and
- While Volunteer Rangers enhance the Ranger service, they cannot replace it.
- 4.5. This year, the volume and concentration of visitors has seen most parts of the network at peak levels, and the forecast is the same for next year. Indeed, next year may be busier as the season will hopefully start in April and end in early November as usual, giving high visitor numbers all season, extending the issues over a longer period and further stretching the existing Ranger Team and the Quay Assistants.
- 4.6. An important part of the Ranger role is following through on severe breaches of the byelaws, with prosecutions in the Magistrates Court for offences such as speeding. Preparing a case file to the standard expected by the Crown Prosecution Service can take, on average, a week of a Ranger's time. Although prosecution is used only in the most serious offences, there are currently 38 outstanding prosecutions, equivalent to a Ranger's available time for a year. A proposed option is to have a Ranger largely dedicated to this task, enabling the rest of the team to spend more time out on patrol.
- 4.7. Rangers are the first line of assistance for most visitors, dispatched via Broads Control to deal with all manner of issues. Due to working hours we need to stagger when we have Rangers out. In the height of summer when there are 12 hours of daylight, boating traffic starts at first light and continues until 9pm-10pm. Many incidents (speeding, anti-social behaviour, un-tolled craft) often happen after 6pm when some users think Rangers have logged off.
- 4.8. The presence of a Ranger on patrol reassures many, and her or his visible presence can often deter bad behaviour. If the objective was to have seven days a week 'Ranger in launch' service, we would need to increase the Ranger numbers during the peak season (April to November) by the equivalent of four seasonal employees. They could be contracted to work afternoon through to evening shifts, extending the cover both in terms of the number of days and the hours.

#### 5. Hire boat licensing

- 5.1. The Broads Authority is the licencing authority for hire boat operators who supply vessels within the Broads waterways. This relationship and the Authority's duties and powers have been a line of questioning from the MAIB following the fatality in August.
- 5.2. The hire boat licencing charges (£18 per operator licence and a £5 charge per vessel available for hire) paid by the hire companies funds the employment of a Licensing

Officer on a part-time basis for one day a week. In 2021/22, £6,300 was raised in this way and the costs incurred were £7,150, although the principle is that the charges should fund all of the costs. The role of this officer is to audit the hire companies on a three-year rolling audit to ensure that compliance against the Hire Boat Code is maintained. The audit is heavily focused on safety (handover) and the information (awareness of tides, bridges, navigation marks, moorings) given to hirers.

- 5.3. The revised Hire Boat Code went out to consultation in December 2019. The proposal for changes to the Code considered the many advances in boat design, regulation and operation since the first Code was published in 2008, to make sure the licensing framework is fit for the future. The outcome of this consultation has been delayed due to COVID.
- 5.4. As part of the MAIB investigation is focusing on hire boat licencing and powers within the Broads Authority Act 2009 and the Code itself, the Authority is carrying out an internal review of its function through its continual improvement plan. The preliminary view of officers is that the present level of scrutiny of the industry needs to be increased, and an update will be provided at today's meeting.

#### 6. Financial implications

- 6.1. In these rapidly changing and uncertain times, forward planning is made all the more difficult. The predictions for income and expenditure set out below are based on the latest information to hand, but of course COVID could have a major impact in 2021/22.
- 6.2. Navigation income has recovered well since the lifting of the first round of COVID restrictions. Table 1 set out the latest figures and predictions, and shows a predicted loss of income of £144,000, much less than previously feared.

**Table 1**Toll income to 30 September 2020

Income	Private boats	Hired boats
Actual	£2,145,000	£1,100,300 (£778,700)¹
Budget	£2,244,000	£1,199,000
Current shortfall	- £99,000	- £98,700
Predicted shortfall	c £51,000	c £93,000

6.3. At the start of the financial crisis arising from the COVID situation, the Authority agreed with DEFRA that it would make savings of £400,000 before it would transfer any funds from the National Park Reserve (£400,000), or draw down funds available from the

<sup>&</sup>lt;sup>1</sup> This is amount actually received. The figure above includes the amount paid in the 4<sup>th</sup> instalment.

Defra via a Change Control Notice to its Grant Agreement (up to £800,000). Navigation savings consisted of £215,520 from cancelled contributions to earmarked reserves, £157,015 from delayed projects, cancelled activities, and the remainder from the Navigation Reserve.

- 6.4. The main projects to be delayed are the mooring refurbishment and electric charging points at Belton Reach (£125,250) and the dredging on the River Chet (£16,690). Both have been rescheduled for the 2021/22 work programme. We have also delayed the mooring sign upgrades, with a saving of £5,533. There were also smaller scale savings made from the Yacht Stations not being fully operational, and travel and conference budgets not being required (£9,542). Without those savings and delayed expenditure, the Predicted Outturn would be a deficit of £314,073, and Reserves would have fallen to £223,627, just 6.1% of expenditure and well below the current agreed minimum.
- 6.5. However, the excess of savings over the reduced expected losses now means that the Navigation Reserve is predicted to rise to £511,126 and would stand at 15.0%.

**Table 2**Predicted outturn

Income and Expenditure	Latest Available Budget 2020/21	Predicted outturn 2020/21
Navigation Income	£3,525,600	£3,372,100
Expenditure	£3,659,493	£3,398,674
(Surplus)/Deficit	£133,893	£26,574
Transfer of accrued interest to earmarked reserves	£10,250	£5,500
Opening Reserves	£543,200	£543,200
Closing Reserves	£399,057	£511,126
Reserves as % of Expenditure	10.9%	15.0%

#### 7. Maintaining services

- 7.1. While general inflation is at a low rate (CPI=0.2% in August), the Authority's costs continue to rise. After a number of years with no or very low pay increases, the nationally agreed Local Government pay award this year is 2.75% (0.75% above the 2% budgeted); salaries account for roughly 67% of the Authority's costs.
- 7.2. To maintain the current level of services, taking account of inflationary pressures and the decline in the number of hire boat numbers, a 3% increase in tolls is required. Under that scenario, Navigation Income would be set at £3,421,650 in 2021/22 (£100,000 below this year's budget and c.£50,000 above the predicted outturn). The

profile for income and expenditure to maintain services, without the increase in the Ranger time spent on navigation, is shown in Table 3.

Table 3
Income to maintain services

Income and expenditure	2021/22	2022/23	2023/24
Navigation Income	£3,421,650	£3,544,900	£3,691,900
Expenditure	£3,546,320	£3,578,048	£3,699,257
(Surplus)/Deficit	£124,670	£33,148	£7,357
Transfer of accrued interest to earmarked reserves	£3,375	£5,000	£7,500
Opening Reserves	£559,835	£431,790	£393,642
Closing Reserves	£431,790	£393,642	£378,785
Reserves as % of Expenditure	12.2%	11.0%	10.2%

#### 8. Pressures and savings

- 8.1. Officers have looked at ways to reduce navigation related costs within the Authority. Budget holders were asked to plan for a 5% reduction in expenditure when submitting their requests for 2020/21. These requests were reviewed by Management Team prior to considering the potential level of tolls for 2020/21. While it has been possible to defer payments to the earmarked reserves and delay important projects, this is not possible for a second year and no further savings have been identified without having a significant impact on the services delivered.
- 8.2. It is important to be aware that, in following up Notices of Contravention for failure to pay a toll, our dedicated tolls team has been subject to more abusive phone calls than normal, from private boat owners angry about having to pay this year's charge following the period of Government imposed COVID lockdown. Any toll increase next year is likely to exacerbate the situation.
- 8.3. The decline in the number of hire boats this year, and a predicted further reduction next year combined with fewer private boats, means that if the Authority is to maintain the waterways to their current standard and services provided to boat owners, then tolls would have to rise to fill the gap: +3% to maintain services, or +7.5% to include the package of safety measures presented above, the on-line training system for hirers and the increase in patrolling, at a cost of £130,000 in 2021/22 and £120,000 in 2022/23.
- 8.4. Members should also be aware that we need to start planning for the replacement of our online tolls system. This was developed in 2006 at a cost of £80,000, which was funded from specific Implementing Electronic Government funding provided to National Park Authorities and the Broads Authority. The software is at the end of its life

and needs replacing. A project to do this will start in 2021, with a specification and business case developed for implementation from 2022. It is likely to involve a substantial capital sum and it may be appropriate to borrow the necessary finance and repay the costs over a period, which will be presented to members when we prepare the budget for 2022/2023 in a year's time.

#### 9. Social, economic and environmental implications

- 9.1. Our toll payer surveys show that the Authority's tolls account for less than 10% of the typical costs of owning a boat. While boat ownership may be seen by some as a luxury, we know that this is not always the case. COVID has had serious impacts on many people in ways that cannot yet be fully measured or appreciated. However, it is fair to say that many people face uncertainty regarding their financial security. Our community of private boat owners is diverse in nature and some may face difficult decisions regarding their continuing boat ownership. The resulting effect on private boat numbers in the Broads cannot be predicted.
- 9.2. Bookings for next year's hire boat holidays are strong and the urgent need to improve safety on the Broads is a compelling argument for an increase in tolls, to pay for the package outlined above. However, it is acknowledged that companies in an already vulnerable financial position may find it difficult to afford the increased toll.

#### 10. Financial implications

- 10.1. The Authority faces difficult choices this year. The ongoing uncertainty of the COVID situation and the decline in hire boat income has reduced its navigation income at a time when it must take greater action to improve safety for all on the Broads.
- 10.2. The balance of the Navigation Reserves is recommended at a minimum level of 10% of net expenditure, which has been in place for a number of years and was previously considered adequate. The COVID pandemic highlighted that our reserves would have not supported a prolonged lockdown. The initial reopening of the waterways means that our forecast is more optimistic, and shows that a detailed review of the appropriate level of reserves should be carried out in 2021/22. Any increase would need to be phased in over a number of years, through increased tolls charges or savings to minimise the impact to the toll payers.
- 10.3. In response to a presentation setting out a series of options to members attending the Tolls Briefing in early October, initial feedback was that the Authority should raise tolls by 7.5% to keep up the existing level of maintenance of the waterways and services provided to toll payers, as well as to fund a package of safety measures at a cost of £130,000 in 2021/22 and £120,000 in 2022/23.
- 10.4. We have been giving this careful consideration and exploring if there is a different way of delivering the additional expenditure supported by members. Earlier this year the Authority agreed with Defra that, on an emergency once only basis, National Park

- Reserves could be used in 2020/21 to support Navigation Expenditure. This was in the context of the financial emergency faced by the Authority.
- 10.5. There is still a great deal of uncertainty around the level of National Park Grant for 2021/22, with the range of possible outcome being between a -5% reduction and an inflationary increase. At the moment the most likely scenario is 'flat cash'. The projected deficit on the Authority's National Park Grant expenditure for 2020/21 will be £190k. The Authority's current level of reserves enables it to sustain this in the short term. The deficit is projected to be another £316,000 over the next two financial years after 2021/22. While the Authority has strong National Park Reserves, it will need to adjust spending down to match income with expenditure in the next few years. For 2021/22, subject to approval from Defra, the emergency safety package could potentially be funded from National Park Reserves.
- 10.6. Following the member briefing on tolls, officers explored with Defra officials whether the Department would permit the one-off use of £250,000 of National Park Reserves to fund the additional safety package in 2021/22 and 2022/23 and its impact reviewed in the second year. This would make it possible to deliver the safety objectives while limiting the tolls increase. To support the case with DEFRA, it was recommended that navigation charges be increased by 4% in 2021/22, just above the 3% necessary for maintaining services, such that the Authority could be in a reasonable position to continue funding safety measures in 2023/24 onwards, from navigation income, if that proved necessary.
- 10.7. This would clearly reduce the resources available to deliver National Park functions, but given the high priority members have accorded to public safety it can be justified and, I am pleased to be able to report, is acceptable to Defra.
- 10.8. Charges on the Broads still represent good value for money. In recent years, toll increases have been modest and costs have been kept down through careful management. An illustration of the 4% and 7.5% increase is given in Table 4 (below), which shows the impact in cash terms for different types of craft of different sizes.
- 10.9. Table 5 (below) was prepared for the Navigation Committee to show that, with the recommended +4% toll increase, 76% of the c.10,000 private craft would pay less than £10 per year extra for their toll.
- 10.10.A full list of the implications of these alternatives as applied to every vessel is in Appendix 3.

**Table 4**Sample 2021/22 charges for different vessels for two scenarios (+4% and +7.5%)

Type of vessel	Size in metres <sup>2</sup>	Number (30 Sep 2020)	Toll 2020/21	+4.0%	+7.5%
Private sailing craft	5	422	£42.70	+£1.70	+£3.20
Private sailing craft	11	122	£93.94	+£3.74	+£7.04
Private motor boat	5	699	£69.90	+£2.80	+£5.25
Private motor boat	15	236	£209.70	+£8.40	+£15.75
Private motor boat	22	315	£307.56	+£12.32	+£23.10
Private motor boat	38	107	£531.24	+£21.28	+£39.90
Day hired boat – diesel and petrol	12	65	£578.16	+£23.16	+£43.32
Weekly hired motor craft	38	58	£1196.62	+£47.88	+£89.68
Weekly hired motor craft	48	61	£1511.52	+£60.48	+£113.28

**Table 5**Private boats paying less than £10 extra per year

Category	No.	+4%	%	+7.5%	%
Private motor boats	6,183	2,915	47%	1,377	22%
Electric motor boats	249	245	98%	221	89%
Motorised sailing craft	852	808	95%	299	35%
Private sailing craft and electric motorised sailing craft	929	925	99%	876	94%
Private houseboats	45	32	71%	10	22%
Private rowing boats, canoes, etc.	1,778	1778	100%	1,778	100%
Total	10,036	6,703	67%	4,561	45%

#### 11. Conclusions and risk implications

11.1. The setting of tolls is always challenging. In the current situation, the Authority must be mindful both of the impact of the falling numbers of hire boats on its income and the risk of not taking decisive action to improve safety.

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Date of report: 10 November 2020

Appendix 1 – Hire Boat numbers on 30 September 2020

Appendix 2 – Private Boat numbers on 30 September 2020

Appendix 3 – Schedule showing 4.0% and 7.5% increase in charges for 2021/22

### Appendix 1 – Hire Boat numbers on 30 September 2020

Class of Hire Boat	2018	2019	2020	Change 2019-20	% Change
Motor Cruisers	806	801	736	-65	-8.1%
Auxiliary Yachts	46	44	37	-7	-15.9%
All cabin hire boats:	852	845	773	-72	-8.5%
Day Launches	301	297	262	-35	-11.8%
Outboard Dinghies	9	8	4	-4	-50.0%
Passenger Vessels MCA	6	6	5	-1	-16.7%
Passenger Vessels SPB	7	7	4	-3	-42.9%
Total motor boats:	1,175	1,163	1,048	-115	-9.9%
Sailing Craft	95	87	74	-13	-14.9%
Rowing Craft	194	193	174	-19	-9.8%
Houseboats	26	26	19	-7	-26.9%
Total	1,490	1,469	1,315	-154	-10.5%

## Appendix 2 – Private Boat numbers on 30 September 2020

Private boats	2018	2019	2020	Change 2019-20	% Change
Motor Cruisers	5,022	5,024	4,875	-149	-3.0%
Auxiliary Yachts	1,086	1,097	945	-152	-13.9%
Day Launches	561	549	540	-9	-1.6%
Outboard Dinghies	1,036	1,039	1,023	-16	-1.5%
Workboats	155	153	141	-12	-7.8%
Passenger Vessels SPB	21	23	13	-10	-43.5%
Total Motor Boats:	7,881	7,885	7,537	-348	-4.4%
Sailing Craft	1,068	1,010	834	-176	-17.4%
Rowing Craft	1,499	1,531	1,778	247	16.1%
Houseboats	46	47	45	-2	-4.3%
Total Unpowered Boats	2,613	2,588	2,657	69	2.7%
Total Private Boats	10,494	10,473	10,194	-279	-2.7%

# Appendix 3 – Schedule showing 4.0% and 7.5% increase in charges for 2021/22

Category 1 – Weekly hired motor craft

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
12	13	377.88	15.12	28.32
13	1	409.37	16.38	30.68
15	8	472.35	18.90	35.40
17	1	535.33	21.42	40.12
18	4	566.82	22.68	42.48
19	6	598.31	23.94	44.84
20	11	629.80	25.20	47.20
21	11	661.29	26.46	49.56
22	18	692.78	27.72	51.92
23	6	724.27	28.98	54.28
25	7	787.25	31.50	59.00
26	9	818.74	32.76	61.36
27	9	850.23	34.02	63.72
28	34	881.72	35.28	66.08
29	12	913.21	36.54	68.44
30	19	944.70	37.80	70.80
31	13	976.19	39.06	73.16
32	11	1007.68	40.32	75.52
33	16	1039.17	41.58	77.88
34	12	1070.66	42.84	80.24
35	17	1102.15	44.10	82.60
36	18	1133.64	45.36	84.96
37	46	1165.13	46.62	87.32
38	58	1196.62	47.88	89.68

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
39	35	1228.11	49.14	92.04
40	24	1259.60	50.40	94.40
41	16	1291.09	51.66	96.76
42	26	1322.58	52.92	99.12
43	11	1354.07	54.18	101.48
44	52	1385.56	55.44	103.84
45	3	1417.05	56.70	106.20
46	47	1448.54	57.96	108.56
47	10	1480.03	59.22	110.92
48	61	1511.52	60.48	113.28
49	4	1543.01	61.74	115.64
50	27	1574.50	63.00	118.00
51	19	1605.99	64.26	120.36
52	28	1637.48	65.52	122.72
54	4	1700.46	68.04	127.44
56	3	1763.44	70.56	132.16

#### Category 2 – Weekly hired motor craft electric

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
21	1	455.07	18.27	34.23
40	1	866.80	34.80	65.20
41	1	888.47	35.67	66.83
48	3	1040.16	41.76	78.24

Category 3 – Day hired boats

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
6	2	289.08	11.58	21.66
7	1	337.26	13.51	25.27
8	14	385.44	15.44	28.88
9	19	433.62	17.37	32.49
10	37	481.80	19.30	36.10
11	41	529.98	21.23	39.71
12	65	578.16	23.16	43.32
13	14	626.34	25.09	46.93
14	7	674.52	27.02	50.54
15	6	722.70	28.95	54.15
16	2	770.88	30.88	57.76
17	2	819.06	32.81	61.37
21	2	1011.78	40.53	75.81

#### Category 4 – Day hired electric boats

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
7	5	230.93	9.24	17.29
9	1	296.91	11.88	22.23
10	12	329.90	13.20	24.70
11	15	362.89	14.52	27.17
12	6	395.88	15.84	29.64
14	4	461.86	18.48	34.58
15	5	494.85	19.80	37.05
17	1	560.83	22.44	41.99
21	1	692.79	27.72	51.87

Category 5 – MCA passenger boats and small passenger boats

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
5	1	207.20	8.30	15.55
8	1	331.52	13.28	24.88
23	1	953.12	38.18	71.53
37	1	1533.28	61.42	115.07
72	1	2983.68	119.52	223.92
84	1	3480.96	139.44	261.24
89	2	3688.16	147.74	276.79
98	1	4061.12	162.68	304.78

Category 6 – Motorised sailing craft for hire

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
13	1	332.28	13.26	24.96
17	1	434.52	17.34	32.64
18	2	460.08	18.36	34.56
19	1	485.64	19.38	36.48
21	3	536.76	21.42	40.32
22	1	562.32	22.44	42.24
23	3	587.88	23.46	44.16
24	2	613.44	24.48	46.08
25	7	639.00	25.50	48.00
26	5	664.56	26.52	49.92
29	1	741.24	29.58	55.68
30	2	766.80	30.60	57.60
35	2	894.60	35.70	67.20

Category 7 – Sailing boats and electric motorised sailing craft for hire

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
5	50	93.45	3.75	7.00
8	1	149.52	6.00	11.20
10	2	186.90	7.50	14.00
11	10	205.59	8.25	15.40
12	1	224.28	9.00	16.80
13	1	242.97	9.75	18.20
14	2	261.66	10.50	19.60
16	9	299.04	12.00	22.40
22	4	411.18	16.50	30.80

#### Category 8 – Houseboats for hire

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
22	1	351.12	14.08	26.40
23	2	367.08	14.72	27.60
24	1	383.04	15.36	28.80
28	2	446.88	17.92	33.60
29	2	462.84	18.56	34.80
31	1	494.76	19.84	37.20
34	1	542.64	21.76	40.80
35	2	558.60	22.40	42.00
36	1	574.56	23.04	43.20
39	3	622.44	24.96	46.80
40	2	638.40	25.60	48.00
41	1	654.36	26.24	49.20

Category 9 – Rowing boats, canoes etc. for hire

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
All	174	70.13	2.81	5.26

#### **Category 10 – Private motor boats**

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
5	699	69.90	2.80	5.25
6	227	83.88	3.36	6.30
7	165	97.86	3.92	7.35
8	145	111.84	4.48	8.40
9	141	125.82	5.04	9.45
10	183	139.80	5.60	10.50
11	228	153.78	6.16	11.55
12	231	167.76	6.72	12.60
13	147	181.74	7.28	13.65
14	181	195.72	7.84	14.70
15	236	209.70	8.40	15.75
16	225	223.68	8.96	16.80
17	107	237.66	9.52	17.85
18	141	251.64	10.08	18.90
19	109	265.62	10.64	19.95
20	124	279.60	11.20	21.00
21	198	293.58	11.76	22.05
22	315	307.56	12.32	23.10
23	256	321.54	12.88	24.15
24	99	335.52	13.44	25.20
25	89	349.50	14.00	26.25
26	96	363.48	14.56	27.30

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
27	110	377.46	15.12	28.35
28	174	391.44	15.68	29.40
29	123	405.42	16.24	30.45
30	112	419.40	16.80	31.50
31	83	433.38	17.36	32.55
32	49	447.36	17.92	33.60
33	98	461.34	18.48	34.65
34	114	475.32	19.04	35.70
35	110	489.30	19.60	36.75
36	54	503.28	20.16	37.80
37	83	517.26	20.72	38.85
38	107	531.24	21.28	39.90
39	93	545.22	21.84	40.95
40	65	559.20	22.40	42.00
41	88	573.18	22.96	43.05
42	69	587.16	23.52	44.10
43	44	601.14	24.08	45.15
44	24	615.12	24.64	46.20
45	16	629.10	25.20	47.25
46	62	643.08	25.76	48.30
47	23	657.06	26.32	49.35
48	23	671.04	26.88	50.40
49	14	685.02	27.44	51.45
50	10	699.00	28.00	52.50
51	10	712.98	28.56	53.55
52	14	726.96	29.12	54.60
53	5	740.94	29.68	55.65
54	14	754.92	30.24	56.70

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
55	13	768.90	30.80	57.75
57	3	796.86	31.92	59.85
60	5	838.80	33.60	63.00
62	8	866.76	34.72	65.10
63	3	880.74	35.28	66.15
64	3	894.72	35.84	67.20
66	1	922.68	36.96	69.30
67	1	936.66	37.52	70.35
68	1	950.64	38.08	71.40
70	2	978.60	39.20	73.50
72	1	1006.56	40.32	75.60
76	2	1062.48	42.56	79.80
77	1	1076.46	43.12	80.85
78	1	1090.44	43.68	81.90
79	1	1104.42	44.24	82.95
80	1	1118.40	44.80	84.00
86	2	1202.28	48.16	90.30
105	1	1467.90	58.80	110.25

# Category 11 – Electric private motor boats

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
5	162	53.40	2.15	4.00
6	15	64.08	2.58	4.80
7	12	74.76	3.01	5.60
8	7	85.44	3.44	6.40
9	12	96.12	3.87	7.20
10	4	106.80	4.30	8.00

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
11	6	117.48	4.73	8.80
12	3	128.16	5.16	9.60
13	5	138.84	5.59	10.40
14	1	149.52	6.02	11.20
15	5	160.20	6.45	12.00
16	3	170.88	6.88	12.80
17	1	181.56	7.31	13.60
18	1	192.24	7.74	14.40
19	1	202.92	8.17	15.20
20	1	213.60	8.60	16.00
21	1	224.28	9.03	16.80
22	5	234.96	9.46	17.60
28	1	299.04	12.04	22.40
30	1	320.40	12.90	24.00
31	1	331.08	13.33	24.80
39	1	416.52	16.77	31.20

# Category 12 – Motorised sailing craft

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
6	14	62.04	2.46	4.68
7	24	72.38	2.87	5.46
8	42	82.72	3.28	6.24
9	16	93.06	3.69	7.02
10	53	103.40	4.10	7.80
11	69	113.74	4.51	8.58
12	81	124.08	4.92	9.36
13	56	134.42	5.33	10.14

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
14	53	144.76	5.74	10.92
15	58	155.10	6.15	11.70
16	59	165.44	6.56	12.48
17	95	175.78	6.97	13.26
18	46	186.12	7.38	14.04
19	15	196.46	7.79	14.82
20	53	206.80	8.20	15.60
21	37	217.14	8.61	16.38
22	18	227.48	9.02	17.16
23	14	237.82	9.43	17.94
24	5	248.16	9.84	18.72
25	11	258.50	10.25	19.50
26	13	268.84	10.66	20.28
27	3	279.18	11.07	21.06
28	7	289.52	11.48	21.84
29	3	299.86	11.89	22.62
30	2	310.20	12.30	23.40
31	2	320.54	12.71	24.18
35	1	361.90	14.35	27.30
37	2	382.58	15.17	28.86

Category 13 – Private sailing craft and electric motorised sailing craft

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
5	422	42.70	1.70	3.20
6	65	51.24	2.04	3.84
7	42	59.78	2.38	4.48
8	89	68.32	2.72	5.12
9	27	76.86	3.06	5.76
10	37	85.40	3.40	6.40
11	122	93.94	3.74	7.04
12	38	102.48	4.08	7.68
13	8	111.02	4.42	8.32
14	19	119.56	4.76	8.96
15	7	128.10	5.10	9.60
16	5	136.64	5.44	10.24
17	8	145.18	5.78	10.88
18	8	153.72	6.12	11.52
19	7	162.26	6.46	12.16
20	4	170.80	6.80	12.80
21	7	179.34	7.14	13.44
22	1	187.88	7.48	14.08
23	4	196.42	7.82	14.72
24	1	204.96	8.16	15.36
25	2	213.50	8.50	16.00
27	1	230.58	9.18	17.28
28	1	239.12	9.52	17.92
33	1	281.82	11.22	21.12
38	1	324.52	12.92	24.32
40	1	341.60	13.60	25.60
45	1	384.30	15.30	28.80

**Category 14 – Private houseboats** 

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
11	2	60.50	2.42	4.51
17	2	93.50	3.74	6.97
19	3	104.50	4.18	7.79
20	2	110.00	4.40	8.20
24	1	132.00	5.28	9.84
25	1	137.50	5.50	10.25
26	2	143.00	5.72	10.66
27	1	148.50	5.94	11.07
28	2	154.00	6.16	11.48
31	1	170.50	6.82	12.71
33	3	181.50	7.26	13.53
35	2	192.50	7.70	14.35
36	2	198.00	7.92	14.76
38	1	209.00	8.36	15.58
40	1	220.00	8.80	16.40
41	3	225.50	9.02	16.81
43	2	236.50	9.46	17.63
44	1	242.00	9.68	18.04
46	1	253.00	10.12	18.86
48	2	264.00	10.56	19.68
49	2	269.50	10.78	20.09
50	1	275.00	11.00	20.50
52	1	286.00	11.44	21.32
61	1	335.50	13.42	25.01
62	1	341.00	13.64	25.42
69	1	379.50	15.18	28.29
81	1	445.50	17.82	33.21

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
104	1	572.00	22.88	42.64
110	1	605.00	24.20	45.10

# Category 15 – Private rowing boats, canoes etc

Size in Metre <sup>2</sup>	Number of craft (30 Sep 2020)	Toll 2020/21 £	+4.0% Difference in cash (£) terms	+7.5% Difference in cash (£) terms
All	1778	35.07	1.40	2.63



# **Broads Authority**

20 November 2020 Agenda item number 9

# Water Resources East – board membership

Report by Director of Strategic Services

#### **Purpose**

This report reviews the Broads Authority's membership of Water Resources East (WRE), since joining in October 2019.

#### **Broads Plan context**

Strategic actions to improve water resources in the Broads include promoting and implementing best practice water capture and water use at a community level and catchment measures to manage water resources. WRE is a means to respond to water related matters, alongside other work areas such as Broads Local Plan policy on water efficiency and the Broadland rivers catchment approach.

#### Recommended for decision

The Authority continue its membership on the Water Resources East Board and that officers negotiate a discounted single payment.

#### 1. Introduction

- 1.1. At its meeting in September 2019, the Broads Authority agreed to become a Water Resources East board member, and to review the position after a year.
- 1.2. Water Resources East (WRE) is a 'Company Limited by Guarantee' pioneering a collaborative approach to water resources planning. It was established in June 2019. Instead of the traditional approach, in which water companies look at water resources planning for their respective areas in isolation, WRE brings together regulators, companies, retailers and individuals in the water, agriculture, power and environmental sectors. It looks at the needs and potential trade-offs across all these organisations and balances considerations of customers, agriculture, the economy and the environment. Information about the company can be found at <a href="https://wre.org.uk/">https://wre.org.uk/</a>
- 1.3. The Board of WRE comprises representatives from the water companies (including Anglian Water), County Councils (Norfolk, Suffolk, Essex and Lincolnshire), the National Farmers Union and the Country Land & Business Association, the RSPB, the Rivers Trust, and others.

1.4. There is also a Strategic Advisory Group whose role is to "support and enable the Board of Directors to make informed decisions". They vote formally on matters deemed by the Board of Directors.

### 2. Progress update

- 2.1. The WRE Managing Director will give a short presentation at today's meeting and be available to answer questions.
- 2.2. Since the Authority became a WRE member, the Director of Strategic Services has attended the board meetings in October 2019 and in January, March, June and October this year. The Environment Policy Adviser and the Broadland Catchment Partnership Officer have also attended WRE Strategic Advisory Group events and workshops during this time.
- 2.3. The key outcome in 2020 is the agreed <u>WRE's 3-year business plan 2020-23</u>. The plan states that: "WRE's vision is for Eastern England to have sufficient water resources to support a flourishing economy, a thriving environment and the needs of its population, and for the region to be seen as an international exemplar for collaborative integrated water resource management."
- 2.4. The benefits in the Authority being a WRE member are:
  - To influence the development of strategic documents to align the objectives of WRE, the Broads Plan and the Broadland Rivers Catchment Plan. For example, the Authority provided feedback on the draft WRE 3-year business plan which were included in the published version;
  - Direct funding of WRE staff time to enable work to be undertaken which directly benefits the Broads, for example the creation of partnerships and the development of grant applications as a means to enable delivery of the Broads Authority's strategic objectives around water management. The WRE team have recently been awarded almost £5m of grant money from a diverse range of funding sources, with a significant proportion due to be spent in the Broads, including the Interreg project 'Water for Tomorrow'.
  - To create links with other initiatives and increase the fundability of projects. For example: the WRE Managing Director presented their work to the Broadland Futures Initiative group and has had many conversations with New Anglia Local Enterprise Partnership for the development of water related projects in Norfolk and Suffolk;
  - To be better placed to take part in future WRE activities that will influence the Broads. For example, the new project 'Norfolk Water Management Strategy' funded by Norfolk County Council and Anglian Water in October 2020 for the development of a county-wide integrated water management strategy and plan, focussed on the

- development of innovative governance and funding strategies for nature-based solutions, in partnership with The Nature Conservancy;
- To be part of a well-connected network to share information relevant to the Broads and to demonstrate leadership among the National Parks in having such detailed engagement in future water management approaches;
- WRE have gained a huge amount of credibility and support from regulators and policy-makers for their forward-thinking approach and are now starting to become involved in policy discussions. Membership of the WRE Board provides a direct opportunity to influence new and emerging water policy; and
- To be part of an exciting initiative to encourage water users to develop their water management plans in a more inclusive way and be ambitious in creating exemplar projects.
- 2.5. The Management Team is of the view that the value of membership of WRE has been demonstrated. The membership is directly funding WRE officer time which help deliver the Authority's priorities related to water, in particular the strategic actions 1.1 and 1.2 of the Broads Plan.

## 3. Financial implications

3.1. It is recommended that the Authority continues with full WRE membership as a Principal Funding Member (PFM). PFMs are asked to contribute a minimum of 3% of the operating cost for WRE, which for 2020/21 is £15,000. Assuming the same operating costs through to the publication of the Regional Plan in September 2023, the cost for full membership would be £37,500 for the remaining 2.5 years. There may be an opportunity to negotiate with WRE over a discount should the Authority effectively 'guarantee' its membership through a single one-off payment.

Author: Marie-Pierre Tighe

Date of report: 01 November 2020

Background papers: Water Resources East report (Sept 2020)



# **Broads Authority**

20 November 2020 Agenda item number 10

# **Discovery Hubs**

Report by Director of Strategic Services

#### **Purpose**

The Broads Charitable Trust has developed a vision to enthuse visitors with the magic of the Broads. The vision includes a network of 'Discovery Hubs', which will be both destinations in themselves and gateways to other sites in the Broads.

#### **Broads Plan context**

The initiative meets several strategic objectives, including improving access for people with mobility needs, enhancing sites that are strategically important for their green infrastructure value (such as Hoveton Riverside Park), attracting more visitors outside peak season, and widening the range of entry level locations in the Broads environment. It also supports Broads National Park branding, which BCT considers as a positive brand to reinforce their fundraising.

#### Recommended decision

To support the Discovery Hub initiative developed by the Broads Charitable Trust.

#### 1. Introduction

- 1.1. The objectives of the Broads Charitable Trust (BCT) are outlined in Appendix 1.
- 1.2. About two years ago, BCT trustees decided to increase the Trust's ambition and widen its scope to make it more sustainable and to attract more income. As part of this ambition, they developed a vision to create a network of sites or 'Discovery Hubs' around the Broads.
- 1.3. BCT's aim is to increase the visitor offer as well as attracting funding to the Trust, thanks to a coherent vision that can be presented to local businesses, larger corporate organisations, other charitable trusts and funding bodies.

# 2. Collaboration between the BCT and the Authority

- 2.1. Broads Authority officers attend BCT meetings, which are held every two months. Officer attendance varies according to the agenda, and the Director of Strategic Services attends on a regular basis.
- 2.2. The Discovery Hub project is another collaborative idea arising from the Memorandum of Understanding (MOU) between the BCT and the Authority to attract external

funding. The MOU was agreed by Authority members in January 2020. To date, there have been three successful bids.

2.3. In May, the BCT issued a leaflet to tell Trust members about the Discovery Hubs idea, as follows:

#### **New Ways to Discover the Broads National Park**

"Our vision is to enthuse visitors with the magic of the Broads and create multiple sites – 'Discovery Hubs' – in a variety of locations that are not only destinations in themselves but also act as gateways to the riches that lie beyond. In time, we will create at least a dozen such themed entry-points across the National Park, each one a place to experience the Broads but also an opportunity to explore deeper into its unique landscape, history and culture.

The aim is for each site or hub to be an attractive entry-point to the national park, with information and interpretation on things to see and do on foot, by bike and on the water. The hubs will be accessible to all, with specific pointers for the less able. Some may offer an unrivalled and unique view, others maybe a little playful. They will all be places to relax and soak up the atmosphere around and from which to access local services, attractions and experiences.

Funding will be found through collaborations with public bodies and sponsorship from local businesses – all of whom would benefit greatly from the success of this project – along with other charitable trusts or via crowd-funding.

The Broads Trust will – through the Love the Broads scheme – launch an ongoing campaign to raise significant sums of money from various sources to fund these exciting ideas. We hope that local and regional businesses will not only encourage their customers to identify with our vision for the future of The Broads and to contribute it, but also to contribute themselves."

- 2.4. The Discovery Hub initiative has been developed further in recent months to create a presentation pack illustrating what BCT could deliver on the ground, with a view to start implementing the first phase of the plan in 2021. Details are shown in Appendix 2.
- 2.5. The Authority does not have the capacity to deliver such a project, as some actions to raise the necessary funding would not be accessible to it as a local authority, nor would it have the same capacity to make agreements with third parties such as landowners and private businesses.

## 3. Financial implications

- 3.1. The Authority is not be expected to give funds directly to the BCT. However, we would share any opportunities for external funding, align programmes of work (such as piling) where possible, and provide letters of support when required.
- 3.2. The Authority would also provide officer time (such as the Waterways and Recreation Officer or the Communications Officer) to support the development of the project.

## 4. Risk implications

- 4.1. There is no direct risk to the Authority, as its involvement consists of providing support to BCT activities. The issue of long-term maintenance has been raised with BCT, who will assess the maintenance for each site on a case by case basis. BCT recognises that the design of any structures and the information provided must be such as to require minimum maintenance, with clear responsibilities to ensure a lasting legacy.
- 4.2. Some development may be subject to the need for planning permission. Any BCT member who is also member of the Authority's Planning Committee would need to declare an interest.

#### 5. Conclusion

5.1. Members are encouraged to support the Discovery Hub initiative. It is a good concept for BCT to grow its ambitions and attract more funding, and it contributes to Broads Plan objectives.

Author: Marie-Pierre Tighe

Date of report: 30 October 2020

Broads Plan strategic actions: 6.1, 7.2, 8.2, 9.1, 9.3

Appendix 1 - Broads Charitable Trust objectives

Appendix 2 – Discovery Hub presentation

## Appendix 1 – Broads Charitable Trust objectives

The Trust acts as a fundraising charity and works with other Broads-related charities and interested bodies to stimulate and support sustainable and high-quality projects with clear public and community benefits. Any projects the Trust supports or undertakes will be expected to contribute to one or more of the following aims:

- 1. Protect biodiversity
- 2. Conserve and enhance the natural environment, including wildlife
- 3. Provide appropriate facilities for residents and visitors
- 4. Maintain and improve the navigable waterways of the Broads
- 5. Promote the responsible use of land and water resources
- 6. Interpret the unique ecosystem that is the Broads
- 7. Create educational resources to promote better understanding
- 8. Inform and engage the interest of young people
- 9. Sustain community life in the Broads area
- 10. Maintain the cultural heritage of the Broads
- 11. Address the local consequences of climate change



# 'DISCOVERY HUBS'

# WHAT ARE THEY?



The boundary of the Broads National Park is difficult to define: it generally follows the twisting course of the catchments of the six rivers that make up the Park, each of which has its own personality.

Because of this, many visitors are not clear on where the boundary of the National Park lies. Not only that, there is a lack of information on the diversity of habitats both inside the Park and the area immediately beyond. Nor is there a comprehensive guide explaining simply how to explore from one area to another.

Due to Covid-19, access to nature in the UK is more vital now than ever, and restrictions on foreign travel have led to an increase in first-time visitors to The Broads. They are looking for inspiration, and information; they need to know where to go and how to get there, preferably on foot, by bike or canoe – which, like most National Parks, are the best ways to experience the Broads.

Most importantly, perhaps, they need to be aware that they are somewhere special –creating better, more visible and more clearly branded information in the National Park is crucial.

The Broads Trust, with support from the Broads Authority and commercial partners, has conceived of an exciting project that will answer this need – the creation of a network of Discovery Hubs to inspire, inform and guide both new and existing visitors to The Broads.







Designed to enthuse, inform and provide direction, Discovery Hubs will to the landscape of The Broads National Park.

They will be designed as a place to enter, to pause and to enjoy the Broads in some of its most characteristic locations. Each will show how its location sits within the landscape of the Broads and provide direction to adjacent areas.

Each Hub will be a destination in itself but will also be a starting point for exploration of the National Park's network of boating, walking and cycling routes. Each will provide the inspiration as well as the practical information needed to explore more deeply into the unique landscape, history and culture of The Broads. As gateways to discovering the National Park, they will also be places from which to access local services and attractions.

Discovery Hubs are designed to promote The Broads as a sustainable, car-free destination creating a network that provides a way to explore the Broads on foot, by bike and on the water.

Discovery Hubs is an initiative of the Broads Trust in cooperation with the Broads Authority designed to promote sustainable, low-impact discovery of the National Park throughout the year. The Trust is working with local councils and various other public bodies to find sources of funding for the building of the Hubs.

The Hubs will remain the property of the Broads Trust but it is envisaged that ongoing be a practical and highly visible addition maintenance will be the responsibility of local stakeholder and commercial sponsors. In return, local businesses will be promoted via signage, information and reviews, and on a sponsors board which will feature in a prominent position in each Hub.

> Discovery Hubs will also be promoted widely throughout the Broads - in print, online and through a bespoke app.

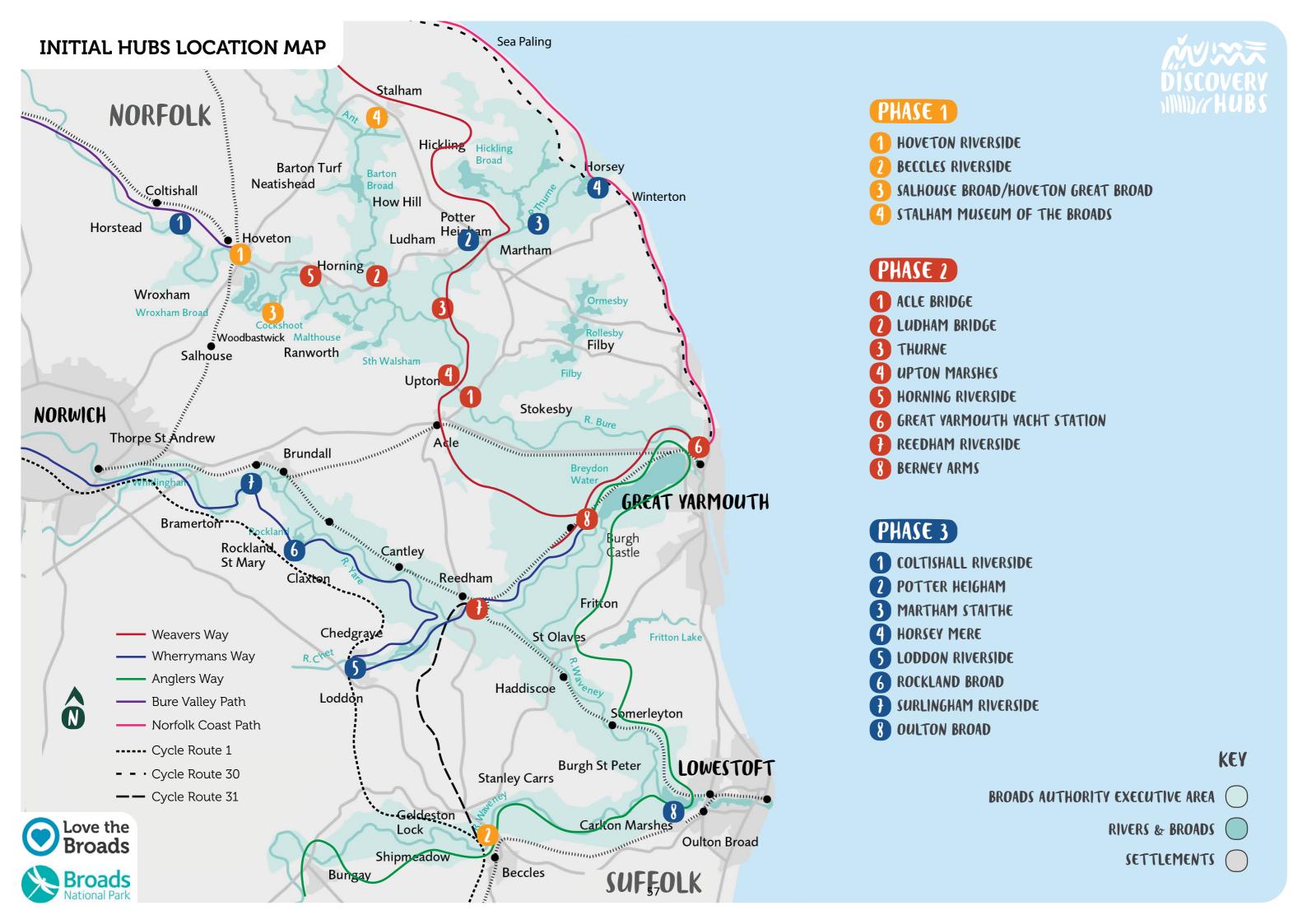
> Upwards of 12 locations have already been identified as potential sites for the Hubs. The first phase of 4 locations includes Hoveton Riverside, Beccles Quay, Salhouse Broad and Stalham and work to create these could be completed in 2021.

> With the ongoing effects of the virus, the Broads Trust believes that the creation of this network will be an inspirational development that will lift spirits while encouraging exploration, understanding and discovery of the unique magic and diversity of The Broads.



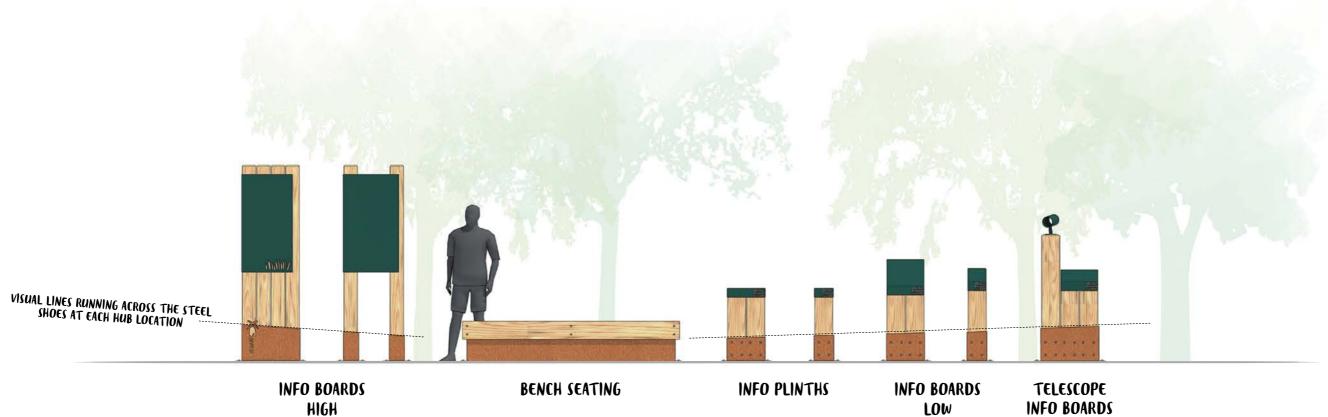






# **HUBS ELEMENTS**





### **MATERIALS PALETTE**



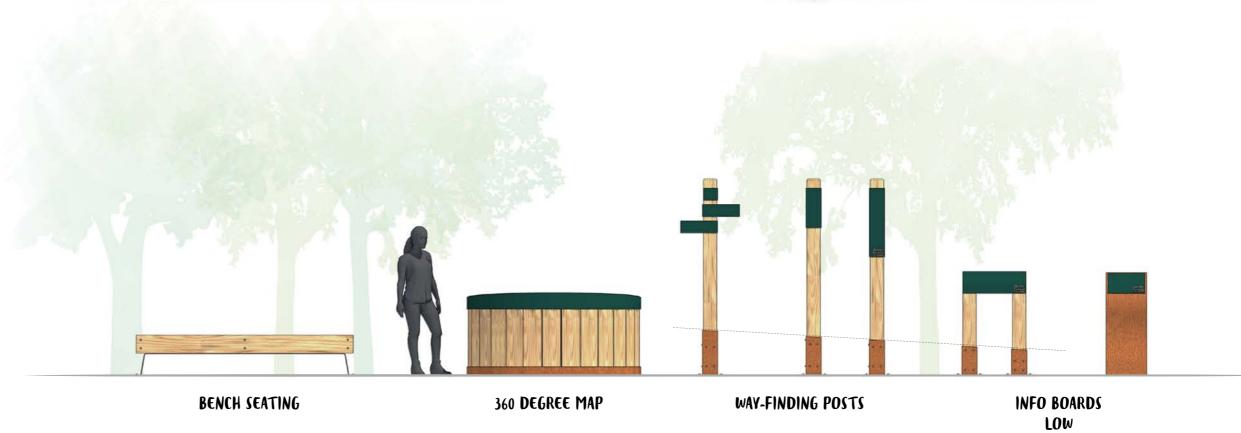
GREEN OAK POSTS



WEATHERING STEEL (COR-TEN)



POWDER COATED METAL



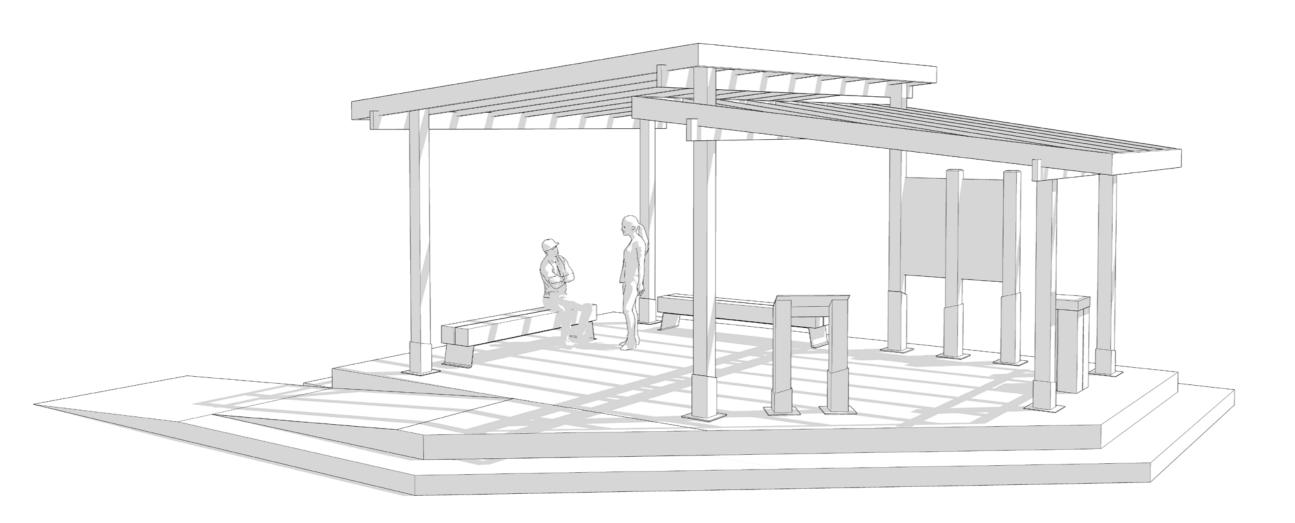


# THREE TYPES OF HUB | LARGER HUB

Many Discovery Hubs will involve a physical structure of some sort, designed to be in keeping with the landscape. Some may involve a degree of planting or landscaping; others will be less elaborate. But all will provide information about the locality along with information on the national park, other relevant historical and cultural information alongside space for relaxation and mindfulness.

They might or might not have road or vehicular access, but they will where possible have wi-fi or data connections that integrate with a bespoke App that contains additional information. They will aim to be visible, recognizable and useful while at the same time creating minimal impact on the local environment.









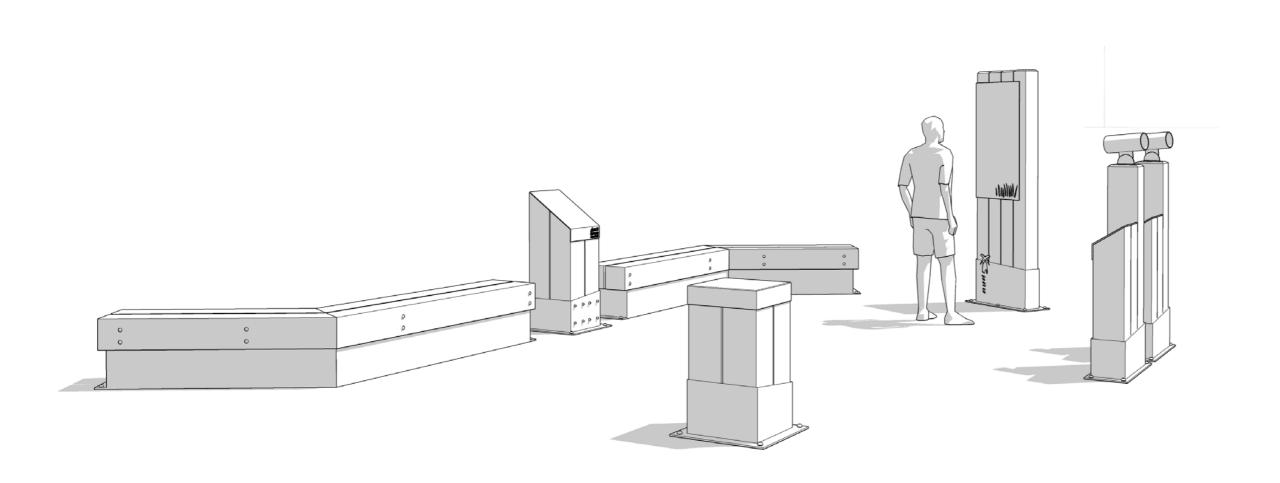














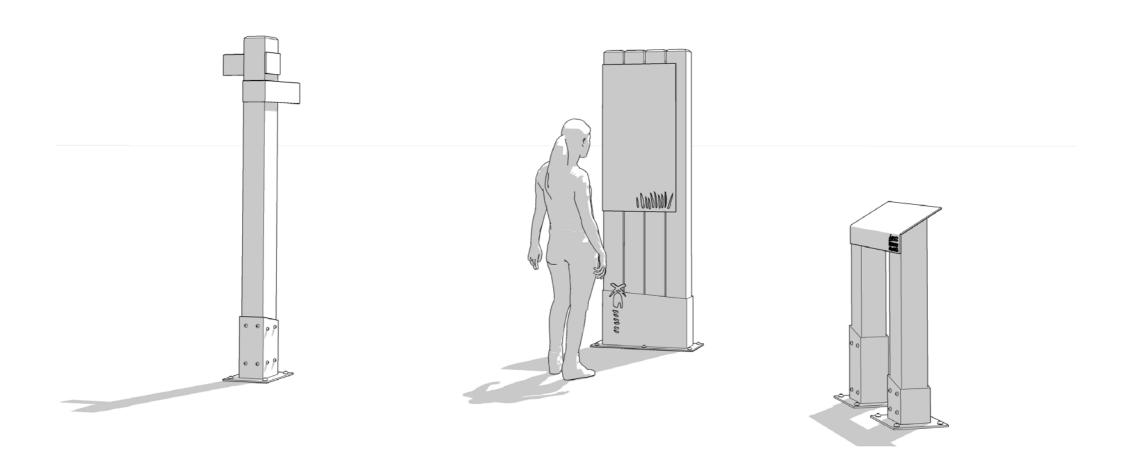






















# **INTERPRETATION BOARDS**









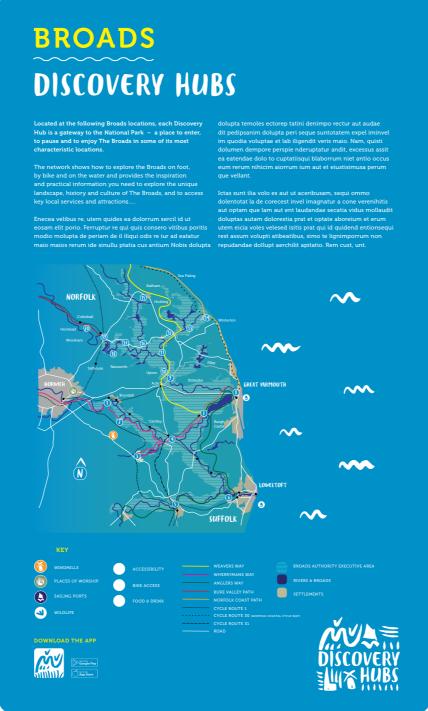
LOCAL WILDLIFE

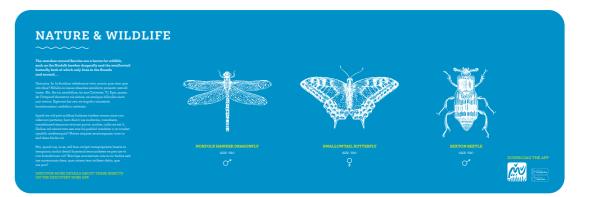


DISCOVERY HUBS

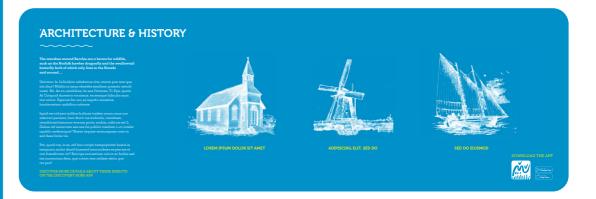








LOCAL WILDLIFE



LOCAL HISTORY

THE BROADS NATIONAL PARK

DISCOVERY HUBS + MAP



# **WAY-FINDING SIGNAGE**

& SPONSORSHIP OPPORTUNITIES

Discovery Hubs will offer opportunities to local businesses to promote their products, offering directions to local services, space to promote key local brands and sponsorship boards advertising local supporters of the Discovery Hub project.

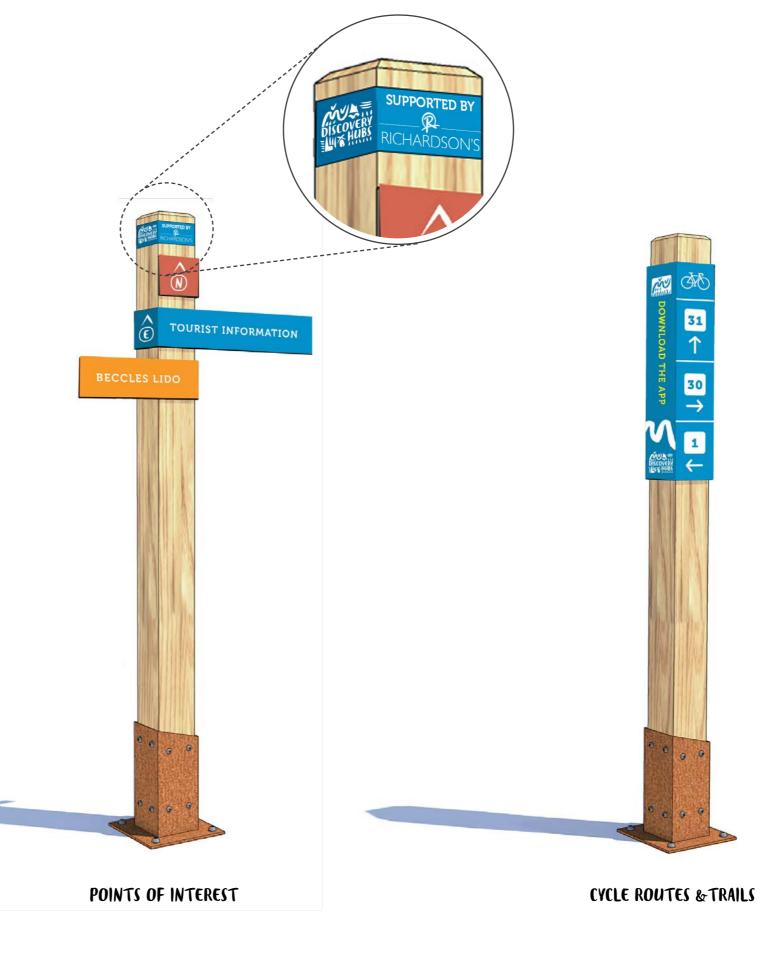
DISCOVERY NINN// HUBS

**TOURIST INFORMATION** 

**BAILEYS DELICATESSEN** 

**BLYBERGATE ANTIQUES** 

**HE HIPPERSONS** 











# **Broads Authority**

20 November 2020 Agenda item number 11

# Statement of Accounts 2019/20

Report by Chief Financial Officer

#### **Purpose**

This report contains the Statement of Accounts for the year ended 31 March 2020.

#### Recommended decision

- i. To adopt the Statement of Accounts for 2019/20.
- ii. To approve the revised Annual Governance Statement for 2019/20 as set out in paragraph 4.1.

#### 1. Introduction

- 1.1. The Statement of Accounts and the Annual Audit Results were considered by the Audit and Risk Committee on 17 November 2020. A verbal update will be provided at this meeting.
- 1.2. Members will recall that the COVID-19 emergency and financial position report to the Broads Authority on 22 May 2020 provided draft year-end figures for 2019/20, which detailed a consolidated surplus of £196,652. These figures were used to produce the draft Statement of Accounts, signed and published on our website on 15 May.
- 1.3. The impacts of COVID saw the Accounts and Audit (Coronavirus) (Amendments)
  Regulations 2020 (SI 2020/404) move the deadline for approving the final Statement of
  Accounts from 31 July to 30 November. This means the audit has now spanned several
  months since the start in May. Where amendments have been notified up to this date,
  they have been incorporated into the final document at Appendix 1. Amendments
  required after this date will be reported verbally at this meeting.

## 2. Changes to the 2019/20 Accounts

2.1. The draft surplus of £196,552 has remained unchanged but there have been some minor adjustments to the disclosure notes and formatting. This includes a new note on Going Concern, following the outbreak of COVID-19, and can be found on page 81 of appendix 1. This means that the information in the <u>report to the Broads Authority in July</u> and details in tables 1-3 in that report summarising the year-end adjustments have not changed.

2.2. One of the adjustments identified through the audit process related to the mini restructure in 2019/20, when some departments moved directorates. For example, IT and the Collection of Tolls moved from Strategic Services to Chief Executive, Head Office from Chief Executive to Operations, HLF from Strategic Services to Operations, and CANAPE from Operations to Strategic Services. As a result, the Expenditure and Funding Analysis on page 18, the Comprehensive Income and Expenditure statement on page 19 and the Navigation Income and Expenditure Account on page 80 for 2018/19 have been restated to reflect the new structure. This has not changed the overall figures, only how they are allocated to the individual directorates.

#### 3. Balance sheet

- 3.1. There have been no further changes to the Balance Sheet identified by the audit work completed so far. The bottom section of the Balance Sheet (page 21) splits the reserves between usable and unusable reserves. Usable reserves can be used to fund future operating expenditure, while the unusable reserves are kept to manage accounting processes such as unrealised gains or acquisitions of Fixed Assets and the movements on the Pension Reserve.
- 3.2. The closing positions on the National Park (General), Navigation and Earmarked Reserves are the same as those reported in July. The individual balances that make up the Earmarked Reserves are within note 10 on page 43 The year end balances of the reserves are:
  - National Park £1,114,460;
  - Navigation £543,200; and
  - Earmarked £2,118,322 of which £956,757 relates to Navigation.

#### 4. Annual Governance Statement

4.1. The Accounts and Audit (England) Regulations 2015 contain a requirement that an Annual Governance Statement (AGS), prepared in accordance with proper practices in relation to internal control, must be approved by the relevant body and must accompany the Statement of Accounts. While the Authority approved its AGS for issue on 22 May 2020, external audit asked that it be updated to reflect the invoice fraud that occurred in April 2019. This was previously reported in the 2018/19 AGS at the request of internal audit. The updated text is on page 10 in appendix 2. If members are happy to approve the revised AGS then the link will be updated in Statement of Accounts on page 5.

#### 5. Audit of the Statement of Accounts

5.1. The Authority's auditors EY have completed the majority of their audit work, but at the time of writing a few items remain outstanding. These include Whole of Government

- Accounts and Pensions. EY attended Audit and Risk on 17 November and provided an update on these. A verbal update on these will be given at this meeting.
- 5.2. On completion of any outstanding items, the report will be signed and incorporated into the Statement of Accounts.

## 6. Financial implications

6.1. The Statement of Accounts for 2019/20 shows revenue reserves of £1,687,660 (national park (general) reserves of £1,144,460, navigation reserves £543,200) that are considered to be adequate. The navigation reserve at the end of 2019/20 stands at 16.3% of net expenditure. While this is higher than the Financial Strategy forecast for the end of 2019/20, the carry forwards agreed in May will reduce these during 2020/21. With these taken alongside the earmarked reserves, balances are considered acceptable. A detailed review will be undertaken in 2021/22 on whether the minimum levels require increasing to mitigate any further lockdowns as a result of COVID.

Author: Emma Krelle

Date of report: 02 November 2020

Background papers: Draft Statement of Accounts 2019/20

Appendix 1 – Broads Authority Statement of Accounts 2019/20

Appendix 2 – Broads Authority Annual Governance Statement 2019/20 and Action Plan

2020/21 and Code of Corporate Governance 2020



# **Broads Authority**

# Statement of Accounts 2019/20

Presented to Parliament pursuant to Section 20 (2) of the Norfolk and Suffolk Broads Act 1988

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## Narrative report

#### Introduction

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

#### About the Broads Authority

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

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

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

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

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

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

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

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

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

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

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

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

The Authority's Strategic Priorities are set annually by the members in line with objectives in the Broads Plan. Progress against the Strategic Priorities is reported regularly to the Authority and details of 2019/20 can be found in the link below:

# https://www.broads-

authority.gov.uk/ data/assets/pdf file/0027/263808/Strategic Priorities ba31-01-20.pdf

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

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

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

#### Governance

The Annual Governance Statement provides details of progress against the current year and provides the new financial year action plan. This was considered by the Authority on 20 November and is available via the link below:

https://www.broads-authority.gov.uk/ data/assets/pdf file/0033/295890/Annual-Governance-Statement-2019 2020-and-Code-of-Corporate-Governance-2020.pdf

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

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

# Operational model

The Authority consists of the Chief Executive team and two Directorates; Operations and Strategic Services. The total number of staff employed by the Authority gives a head count of 150 or 132.5 Full Time Equivalents (FTE) as at 31 March 2020. This is split 74 (70.1 FTE) Operations, 51 (42.4 FTE) Strategic Services and 25 (20 FTE) Chief Executive. Due to the seasonal nature of the Authority's activities the levels of staff can vary throughout the year and the year-end position may vary depending on when Easter falls. During 2019/20 the Authority carried out a mini restructure which led to some departments being transferred within Directorates. This has resulted in the 2018/19 income and expenditure being restated to reflect these changes so that comparisons can be made between the two years. The key statements affected are the Expenditure and Funding Analysis, Comprehensive Income and Expenditure Statement and the Navigation Income and Expenditure Account.

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

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

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

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

#### Risks

Whilst the Authority has some degree of confidence over the level of its National Park Grant funding for 2020/21, uncertainty remains about future years' settlements and their duration. The impact of COVID-19 on the income it receives from its toll payers could be considerable depending on how long lockdown extends for both Private and Hire Craft Tolls. Differing scenarios have been modelled and support is being sought from DEFRA to help with any potential shortfall. Cuts to National Park Grant in years 2010/11 to 2015/16 has meant the Authority has already restructured from four Directorates to two. If there were future reductions to the National Park grant beyond 2021/22 it would mean difficult decisions would need to be made to determine future services. This uncertainty is further emphasised by the outcome of the Comprehensive Spending Review, which was delayed for an additional year in 2019. The current level of National Park reserves means that such impact would be cushioned in the short term until the longer vision of services is determined; however, this is not sustainable in the longer term.

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

## https://www.broads-

<u>authority.gov.uk/ data/assets/pdf file/0022/263812/Risk Management policy and register I3FZ3W.pdf-ba310120.pdf</u>

# **Review of Corporate Risk Register**

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

# Opportunities

External funding opportunities continue to be investigated and supported by National Parks Partnership LLP (NPP). NPP continues to promote corporate partnerships for the UK National Parks with the aim to make a significant, sustainable and discernible contribution to the improved quality of UK National Parks and the benefits they offer for generations to come. There has already been a high level of success including funding from; the HLF for Water, Mills and Marshes, ERDF for CANAPE, Tesco for Broadland Catchment Partnership, Forest Holidays who are partnering on projects that will enable young people to experience and explore the best of the UK countryside and Columbia providing clothing to all front-line staff for five years from 2017/18.

The UK National Parks also continue to investigate efficiencies through joint procurement and services and also to create resilience amongst the Parks. 2019/20 saw the creation of

the UK National Parks Communication Team hosted by the Authority. This service is jointly funded by all 15 UK National Parks and seeks to promote a shared sense of identity.

Prior to the outbreak of COVID-19 opportunities were being explored for a Visitor Services presence at the Norwich Forum and Lowestoft Train station. These were to help with the loss of the Visitor Centre at Whitlingham Country Park due to the Trust wishing to take back responsibility for the Park. Whilst these new locations are currently on hold it is hoped these will be progressed once restrictions are lifted.

# Strategy and resource allocation

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

In developing the Financial Strategy, a number of assumptions have been made in respect of National Park Grant allocations, future boat numbers and the level of staff pay inflation. The Strategy follows the general principle that the Authority should seek to maintain the general (National Park) reserve at a minimum of £100,000 plus 10% of net expenditure, and the navigation reserves at a minimum of 10% of net expenditure. It also expects that General and Navigation income and expenditure should be broadly in balance across the life of the Financial Strategy.

On 20 November 2007, the Authority took out a £290,000 loan from the Public Works Loan Board. The repayment period of the loan is 20 years at a fixed interest rate of 4.82%, repayable by equal instalments of principal. The Public Works Loan Board has advised that the fair value of the debt as at 31 March 2020 is £129,668.

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

# Performance

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

#### General (National Park) Income and Expenditure

The Authority received National Park Grant of £3,414k from Defra (£3,356k in 2018/19). In addition to this, the income received from external grant support, sales, fees, charges and interest totalled £1,315k (£1,064k in 2018/19). Total income for 2019/20 was £4,729k (£4,420k in 2018/19).

The Authority set a budget for 2019/20 with a forecast deficit of £78k (£71k deficit for 2018/19). This deficit was to be balanced through the use of reserves. The Authority monitors its budget throughout the year against a forecast outturn which is updated on a monthly basis. The final forecast outturn for the year 2019/20 indicated an anticipated deficit of £26k. The actual outturn saw a surplus of £61k (a favourable variance of £87k). The Authority has a policy for carry forward requests in respect of underspends. This year there has been an increased number of requests due to the COVID-19 outbreak. These are due to be considered by the Authority on 22 May for £23k (£9k for 2018/19) and if approved will be added to the 2020/21 budget.

## Navigation Income and Expenditure

Income from tolls was £3,375k (£3,336k in 2018/19), other income received for the year from external grant support, yacht stations charges, sales of tide tables, works licences and other miscellaneous services was £322k, (£263k in 2018/19) and interest was £25k (£18k in 2018/19). Total income for 2019/20 was £3,722k (£3,617k in 2018/19).

The Authority set a budget with a forecast deficit of £32k for 2019/20 (deficit of £3k for 2018/19). This deficit was to be balanced through the use of reserves. The Authority monitors its budget throughout the year against a forecast outturn which is updated on a monthly basis. The final forecast outturn for 2019/20, which took account of approved budget changes, indicated an anticipated surplus of £25k. The actual outturn saw a surplus of £136k (a favourable variance of £111k). The Authority has a policy for carry forward requests in respect of underspends. This year there has been an increased number of requests due to the COVID-19 outbreak. These are due to be considered by the Authority on 22 May for £88k (£6k for 2018/19) and if approved will be added to the 2020/21 budget.

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

#### Outlook

2020/21 continues to focus on the successful delivery of our two external funded projects from the HLF and ERDF. Although both projects are claimed in arrears the impact and the Authority's cash flows is minimal. However, there is some uncertainty on future exchange rates which are difficult to forecast for the ERDF grant which is contracted in Euro. The use of a prudent exchange rate during the application phase should minimise any future impact of Brexit. The Authority is also keen to support the Hire Boat Industry, where possible, following the outbreak of COVID-19. Normally, the Authority receives a large proportion of its toll income prior to the start of the financial year but this year there has been challenges to this whilst boat owners are unable to user their boats. To assist with cash flow the National Park Grant, which is normally received quarterly, has been paid 35% in advance. The budget was based on all existing boat owners paying their tolls, with Navigation funding originally projecting a deficit of £134k in 2020/21 (after taking into account carry forward requests), with reserves at 11.2% of net expenditure at the end of the year. For General (National Park) funding there is a projected deficit of £132k (after taking into account carry

forwards requests) in 2020/21, with reserves at 27.5% of net expenditure. Both the National Park and Navigation deficits will be balanced through the use of reserves.

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

There are a significant number of variables – and some unknown quantities, such as future inflation – which could impact on these figures. The Financial Strategy will therefore be reviewed and updated by the Authority, having regard to any changes in circumstances and the annual outturn figures, at its meeting in January 2021. The annual toll increase for 2020/21 was set at 1% for unpowered vessels and 2.9% for powered. When setting the future strategy, the Authority will continue to consult with the Navigation Committee and other stakeholders. 2020/21 continues to focus on the development of partnership work. This incorporates projects at a number of sites; including Norwich Forum and Lowestoft Railway Station. Work will also continue with partners to help shape the future of land management schemes post Brexit. Climate change remains a threat to the Authority. Broadland Futures Initiative in collaboration with the Environment Agency will look at engaging with stakeholders.

# Changes to the 2019/20 Accounts

Following the mini restructure in 2019/20 where some departments moved Directorates the 2018/19 income and expenditure has been restated to enable year on year comparisons. This has affected Expenditure and Funding Analysis, Comprehensive Income and Expenditure Statement and Navigation Income and Expenditure Account note.

#### The accounting statements

The Broads Authority's accounts for the year 2019/20 are set out on pages 12 to 81. They consist of:

#### Statement of Responsibilities for the Statement of Accounts

## **Statement of Corporate Governance**

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

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

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

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

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

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

The information included in these accounts incorporates spending relating to the Broads Navigation. The Navigation income and expenditure is separately accounted for in the records to ensure the proper control of income from toll payers and to ensure it is spent primarily to benefit the users of the navigation. Navigation income and expenditure is shown in full at note 35 on page 80.

# Statement of Responsibilities for the Statement of Accounts

# The Authority's Responsibilities

The Authority is required to:

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

# The Chief Financial Officer's Responsibilities

The Chief Financial Officer is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 (the Code).

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

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

The Chief Financial Officer has also:

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

# Chief Financial Officer's Certificate

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Broads Authority at 31 March 2020 and its income and expenditure for the year ended 31 March 2020.

Emma Krelle (Chief Financial Officer)

# **Certificate of Committee Resolution**

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

Signed on behalf of The Broads Authority:

(Chair of meeting approving the accounts)

date

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

# **Expenditure and Funding Analysis**

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

Restated 2018/19 Net Expenditure chargeable to the General and Navigation fund balances £000	Restated 2018/19 Adjustments between the funding and accounting basis <sup>1</sup> £000	Restated 2018/19 Net expenditure in the comprehensive income and expenditure statement £000	Function	2019/20 Net expenditure chargeable to the General and navigation fund balances £000	2019/20 adjustments between the funding and accounting basis £000	2019/20 Net expenditure in the comprehensive income and expenditure statement £000
1,527	(25)	1,502	Operations	1,257	207	1,464
1,051	139	1,190	Strategic Services	1,286	210	1,496
701	51	752	Chief Executive	720	63	783
47	109	156	Corporate Amounts	57	0	57
(222)	424	202	Broads Navigation Account	(232)	445	213
3,104	698	3,802	Net cost of services (subtotal)	3,088	925	4,013
(3,494)	215	(3,279)	Other income and expenditure	(3,463)	269	(3,194)
(390)	913	523	Surplus or (Deficit)	(375)	1,194	819
(1,426)			Opening general and navigation fund balance	(1,490)		
(390)			Less/plus surplus or (deficit) on general and navigation balance in year	(375)		
326			Transfer (to)/from earmarked reserves	207		
(1,490)			Closing general and navigation fund balance at 31 March	(1,658)		

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

<sup>&</sup>lt;sup>1</sup>Further details on the adjustments between Funding and Accounting Basis can be found in Note 7.

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

# Comprehensive Income and Expenditure statement

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

Restated 2018/19 Gross expenditure £000	Restated 2018/19 Income £000	Restated 2018/19 Net expenditure/ (income) £000	Description	Note	2019/20 Gross expenditure £000	2019/20 Income £000	2019/20 Net expenditure/ (income) £000
2,099	(598)	1,501	Operations		2,187	(723)	1,464
1,662	(473)	1,189	Strategic Services		2,026	(530)	1,496
775	(22)	753	Chief Executive		821	(38)	783
156	0	156	Corporate Items		57	0	57
3,850	(3,647)	203	Broads Navigation Account	35	3,905	(3,692)	213
8,542	(4,740)	3,802	Cost of services (subtotal)		8,996	(4,983)	4,013
		(6)	(Gains)/Losses on the disposal of non-current assets				12
		83	Financing and investment income and expenditure	11			262
		(3,356)	DEFRA National Park grant income				(3,414)
		-	Donated Asset	26			(54)
		523	(Surplus) or deficit on provision of services (subtotal)				819
		(73)	(Surplus) or deficit on revaluation of fixed assets				(118)
		2,253	Actuarial (gains)/losses on pension assets/liabilities				(3,111)
		2,180	Other comprehensive income and expenditure (subtotal)				(3,229)
		2,703	Total comprehensive income and expenditure				(2,410)

# Movement in reserves statement

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

2018/19	General fund and navigation fund balance £000	Capital receipts reserve £000	Earmarked reserves £000	Total useable reserves £000	Unusable reserves £000	Total Authority reserves £000
Balance at 31 March 2018	1,426	0	1,585	3,011	(2,926)	85
Total comprehensive income and expenditure	(523)	0	0	(523)	(2,181)	(2,704)
Adjustments between accounting basis and finding basis under regulations (Note 9)	913	405	0	1,318	(1,318)	0
Transfers to or from Earmarked Reserves (Note 0)	(326)	0	326	0	0	0
Increase or (decrease) in 2018/19 (B) (subtotal)	64	405	326	795	(3,499)	(2,704)
Balance at 31 March 2019 (=A+B)	1,490	405	1,911	3,806	(6,425)	(2,619)

2019/20	General fund and navigation fund balance £000	Capital receipts reserve £000	Earmarked reserves £000	Total useable reserves £000	Useable reserves £000	Total Authority reserves £000
Balance at 31 March 2019 (A)	1,490	405	1,911	3,806	(6,425)	(2,619)
Total comprehensive income and expenditure	(819)	0	0	(819)	3,229	2,410
Adjustments between accounting basis and funding basis under regulations (Note 9)	1,194	0	0	1,194	(1,194)	0
Transfers to or from Earmarked reserves (Note 0)	(207)	0	207	0	0	0
Increase or (decrease in 2019/20 (B) (subtotal)	168	0	207	375	2,035	2,410
Balance at 31 March 2020 (=A+B)	1,658	405	2,118	4,181	(4,390)	(209)

# Balance sheet

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

As at 31 March 2019 £000	Category	Note	As at 31 March 20 £000
4,709	Property, plant & equipment	12	4,592
28	Intangible Assets		18
4,737	Long term assets (subtotal)		4,610
3,508	Short term investments		4,010
88	Inventories	13	114
808	Short term debtors	14	2,250
1,198	Cash and cash equivalents	15	681
5,602	Current assets (subtotal)		7,055
(15)	Short term borrowing		(15)
(1,747)	Short term creditors	16	(2,782)
(47)	Provisions	17	(107)
(1,809)	Current liabilities (subtotal)		(2,904)
(109)	Long term borrowing		(94)
(11,040)	Other long term liabilities	29, 31	(8,876)
(11,149)	Long term liabilities (subtotal)		(8,970)
(2,619)	Net assets (liabilities)		(209)
-	Useable reserves	-	-
1,064	General account fund balance		1,115
426	Navigation account fund balance		543
405	Capital receipts reserve		405
1,911	Earmarked reserves	0	2,118
-	Unusable reserves	19	-
1,950	Revaluation reserve		1,771
2,484	Capital adjustment account		2,618
(10,812)	Pension reserve		(8,719)
(47)	Accumulated absence reserve		(60)
(2,619)	Total reserves		(209)

I certify that the statement of accounts gives a true and fair view of the financial position of the authority at 31 March 2020 and its income and expenditure for the year ended 31 March 2020. These financial statements replace the unaudited statements certified by the Chief Financial Officer on 15 May 2020.

Emma Krelle (Chief Financial Officer)

20 November 2020

# Cash Flow statement

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

2018/19 £000	Revenue activities	Note	2019/20 £000
(523)	Net surplus or (deficit) on the provision of services		(819)
1,395	Adjustments to net surplus or deficit on the provision of services for non-cash movements		1,054
(11)	Adjust for items in the net surplus or deficit on the provision of services that are investing and financing activities		(4)
861	Net cash flows from operating activities (subtotal)	20	231
(1,287)	Investing activities	21	(676)
(70)	Financing activities	22	(72)
(496)	Net increase or (decrease) in cash and cash equivalents (subtotal)		(517)
1,694	Cash and cash equivalents at the beginning of the reporting period		1,198
1,198	Cash and cash equivalents at the end of the reporting period	15	681

# Notes to the Statement of Accounts

# 1. Accounting policies

#### i. General principles

The Statement of Accounts summarises the Authority's transactions for the 2019/20 financial year and its position at the year end of 31 March 2020. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015, which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2019/20 and the Service Reporting Code of Practice 2019/20, supported by International Financial Reporting Standards (IFRS). The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

# ii. Accruals of Income and Expenditure

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

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

# iii. Cash and cash equivalents

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

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

#### iv. Exceptional items

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

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

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

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

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

# vi. Charges to revenue for non-current assets

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

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

# vii. Employee Benefits

# Benefits payable during employment

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

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

#### **Termination benefits**

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

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

# **Post-employment benefits**

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

#### viii. Events after the balance sheet date

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

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

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

#### ix. Fair value measurement

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

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

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

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

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

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

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

#### x. Financial instruments

#### Financial liabilities

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

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

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

#### **Financial assets**

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

There are three main classes of financial assets measured at:

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

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

#### Financial assets measured at amortised cost

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

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

#### **Expected Credit Loss Model**

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

The Authority has not made any material loans.

## xi. Foreign currency translation

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

#### xii. Government Grants and Contributions

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

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

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

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

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

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

## xiii. Intangible assets

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

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

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

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

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

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

#### xiv. Inventories

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

#### xv. Leases

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

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

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

## The Authority as lessee

#### **Finance leases**

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

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

Lease payments are apportioned between:

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

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

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

#### **Operating leases**

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

# The Authority as lessor

#### **Operating leases**

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

#### xvi. Property, Plant and Equipment

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

#### Recognition

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

#### Measurement

Assets are initially measured at cost, comprising:

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

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

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

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

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

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

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

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

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

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

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

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

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

# **Impairment**

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

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

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

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

# Depreciation

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

Depreciation is calculated on the following bases:

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

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

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

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

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

# Disposals and non-current assets

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

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

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

#### xvii. Provisions, contingent liabilities and contingent assets

#### **Provisions**

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

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

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

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

## **Contingent liabilities**

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

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

#### **Contingent assets**

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

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

#### xviii. Reserves

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

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

# xix. Operating segments

In accordance with IFRS 8 and the Code, the Broads Authority keeps the general fund and navigation fund separately. Under the Code, the Authority has prepared a single income and expenditure account for 2019/20, however in note 35 to the accounts the navigation income and expenditure is shown.

#### xx. Allocation of costs

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

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

# xxi. Revenue expenditure funded from capital under statute

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

#### xxii. VAT

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

- 2. Accounting Standards that have been issued but have not yet been adopted The 2019/20 Code of Practice on Local Authority Accounting adopts the following amendments to International Accounting Standards and International Financial Reporting Standards, which will be required from 1 April 2020:
  - Although delayed by a further year until April 2021, IFRS 16 Leases will be a significant change in Local Authority Accounting. Its introduction will remove the distinction between operating and finance leases for lessees. The standard will require assets to be recognised on the balance sheet as well as the liability for

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

# 3. Critical judgements in applying accounting policies

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

- Despite the one year settlement from DEFRA for 2020/21 there remains a degree of
  uncertainty about the longer term levels of funding for National Parks. However, the
  Authority has determined that this uncertainty is not yet sufficient to provide an
  indication that the assets of the Authority might be impaired as a result of a need to
  close facilities and reduce levels of service provision.
- The Authority is a member of Whitlingham Charitable Trust of which there are four members. The Authority can appoint up to four trustees and there shall be no more than nine in total. The Trust is limited by guarantee in which each member agrees to contribute £1 in the event of it being wound up. Whitlingham Charitable Trust was established to manage and maintain Whitlingham Country Park for public benefit. Whilst the Authority did have significant influence in the management of the Trust, it does not have a controlling influence, and it does not have any share equity, or any share in profits or losses. It is considered therefore that International Accounting Standard (IAS) 28 Accounting for Investments in Associates does not apply as the charity has no formal equity structure, and the Authority does not derive any financial benefit from the Trust.

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

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

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

Item	Uncertainties	Effect if actual results differ from assumptions
	current economic climate makes it uncertain that the Authority will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.	It is estimated that the annual depreciation charge would increase by £68,000 for every year that useful lives had to be reduced.
Property	The assets valued during 2019/20 were undertaken prior to the outbreak of COVID-19. The pandemic is likely to adversely impact the valuations and the property consultants valuations have stated that there is 'material valuation uncertainty'.	If valuations of property reduce by 1% this is estimated to reduced the value of land and buildings by approximately £30,000.
Pensions liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Authority with expert advice about the assumptions to be applied.	The effects on the net pensions liability of changes in individual assumptions can be measured. For instance, a 0.5% decrease in the discount rate assumption would result in an increase in the pension liability of £3,358,000. Further details are set out in the sensitivity analysis in note 31.

# 5. Material items of income and expenditure

There are no material items of expense in relation to 2019/20 which are not disclosed elsewhere within the Statement of Accounts.

# 6. Events after the balance sheet date

The Statement of Accounts was authorised for issue by the Chief Financial Officer on 22 November 2020. Events that occur after this date are not reflected in the financial statements or notes.

Following the disclosure in note 4 that our property consultants valuation stated that 'material uncertainty' existed on our Property as at 31 March 2020 this has been subsequently reviewed in line with the RICS update issued on 9 September 2020. The guidance recognised that there can be a general 'lifting' of uncertainty on certain categories of property. This means that the valuations relating to the Authority's property is no longer subject to material uncertainty as defined by VPS 3 and VPGA 10 of the RICS Valuation – Global Standards.

# 7. Note to the expenditure and funding analysis

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

Restated 2018/19 Adjustments for capital purposes (Note 1) £000	Restated 2018/19 Net change for the pensions adjustments (Note 2) £000	Restated 2018/19 Other differences (Note 3) £000	Restated 2018/19 Total adjustments £000	Description	2019/20 Adjustments for capital purposes (Note 1) £000	2019/20 Net change for the pensions adjustments (Note 2) £000	2019/20 Other differences (Note 3) £000	2019/20 Total adjustments £000
(153)	128	(1)	(26)	Operations	38	162	7	207
(6)	146	0	140	Strategic Services	24	191	(5)	210
2	49	0	51	Chief Executive	(5)	65	3	63
0	109	0	109	Corporate Items	0	0	0	0
85	341	(2)	424	Broads Navigation Account	107	331	7	445
(72)	773	(3)	698	Net Cost of Services (subtotal)	164	749	12	925
0	215	0	215	Other income and expenditure from the Expenditure and Funding analysis	0	269	0	269
(72)	988	(3)	913	Difference between General and Navigation Fund surplus or deficit and comprehensive Income and Expenditure	164	1,018	12	1,194

Restated 2018/19 Adjustments for capital purposes (Note 1) £000	Restated 2018/19 Net change for the pensions adjustments (Note 2) £000	Restated 2018/19 Other differences (Note 3) £000	Restated 2018/19 Total adjustments £000	Description	2019/20 Adjustments for capital purposes (Note 1) £000	2019/20 Net change for the pensions adjustments (Note 2) £000	2019/20 Other differences (Note 3) £000	2019/20 Total adjustments £000
				Statement Surplus of Deficit on the Provision of Services				

#### Note

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

Income received on a segmental basis is analysed below:

Service	Restated 2018/19 Income from services (£000)	2019/20 Income from services (£000)
Operations	(598)	(723)
Strategic Services	(473)	(530)
Chief Executive	(22)	(38)
Corporate items	0	0
Specialist ringfenced account (navigation)	(3,647)	(3,692)
Total income analysed on a segmental basis	(4,740)	(4,983)

## 8a. Expenditure and income analysed by nature

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

Expenditure	2018/19 £000	2019/20 £000	
Employee benefits expenses	5,454	5,694	
Other services expenses	3,412	3,621	
Depreciation, amortisation, impairment	395	452	
Interest payments	35	42	
Expenditure in relation to investment properties	(130)	0	
Loss/(gain) on the disposal of assets	(6)	12	
Total expenditure	9,160	9,821	

Income	2018/19 £000	2019/20 £000	
Fees, charges and other service income	(4,751)	(4,988)	
Interest and investment income	(37)	(49)	
Contributions from reserves	(493)	(497)	
Government grants and contributions	(3,356)	(3,468)	
Total income (subtotal)	(8,637)	(9,002)	
Surplus or deficit on the provision of services	523	819	

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

## 8b. Revenue from contracts with service recipients

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

Contract Revenue	2018/19 £000	2019/20 £000
Revenue from contracts with service recipients	270	324
Total included in comprehensive income and expenditure	270	324

Amounts included in the Balance Sheet for contracts with service recipients

Outstanding Revenue	2018/19 £000	2019/20 £000	
Receivables, which are included in debtors (Note 14)	25	14	
Total included in net assets	25	14	

## 9. Adjustments between accounting basis and funding basis under regulations

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

2018/19 General fund and navigation fund £000	2018/19 Capital receipts reserve £000	2018/19 Movement in unusable reserves £000	Adjustments	2019/20 General fund and navigation fund £000	2019/20 Capital receipts reserve £000	2019/20 Movement in unusable reserves £000
			Adjustments primarily involving the Capital Adjustment Account:			
			Reversal of items debited or credited to the Comprehensive Expenditure and Income Statement:			
(130)	130	0	Transfer of non-current asset sale proceeds from revenue to Capital Receipts Reserve	0	0	0
0	0	0	Donated Asset	(54)	0	54
372	0	(372)	Charges for depreciation and impairment of non-current assets	392	0	(392)
14	0	(14)	Revaluation losses on property, plant and equipment	51	0	(51)
9	0	(9)	Amortisation of intangible assets	9	0	(9)
			Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive			
5	0	(5)	Income and Expenditure Statement	16	0	(16)
			Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:			
(70)	0	70	Statutory provision for the financing of capital investment	(72)	0	72
0	0	0	Derecognition of finance lease liability	(8)	0	8
(273)	0	273	Capital expenditure charged against the General Fund	(170)	0	170
			Adjustments involving the Capital Receipts Reserve:			
0	275	(275)	Cash receipts from disposal of investment property	0	0	0
			Adjustments involving the Pensions Reserve:			
			Reversal of items relating to post-employment benefits debited or credited to the Surplus or Deficit on the Provision of			
1,699	0	(1,699)	Services in the Comprehensive Income and Expenditure Statement (see note 31)	1,762	0	(1,762)
(711)	0	711	Employer's pension contributions and direct payments to pensioners payable in the year	(744)	0	744
			Adjustments involving the accumulated Absences Account:			
(2)	0	2	Adjustments in relation to short-term compensated absences	12	0	(12)
			Adjustments involving the Capital Grant Unapplied Account:			
0	0	0	Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	0	0	0
913	405	(1,318)	Total adjustments	1,194	0	(1,194)

## 10. Transfers to/from earmarked reserves

This note presents details of the amounts set aside in earmarked reserves to provide financing for future expenditure and the amounts posted back from earmarked reserves to meet expenditure in 2019/20. A description of each of the earmarked reserves follows in the table below.

Reserve Name	Balance at 31 March 2018 £000	Transfers in 2018/19 £000	Transfers out 2018/19 £000	Balance at 31 March 2019 £000	Transfers in 2019/20 £000	Transfers out 2019/20 £000	Balance at 31 March 2020 £000
Property	(479)	(95)	4	(570)	(93)	0	(663)
Plant, vessels and equipment	(202)	(176)	103	(275)	(173)	99	(349)
Premises	(149)	(83)	36	(196)	(83)	32	(247)
Planning delivery grant	(227)	(42)	0	(269)	(29)	78	(220)
Upper Thurne Enhancement Scheme	(100)	(23)	3	(120)	(26)	0	(146)
Section 106 Agreements	(102)	(1)	0	(103)	(6)	65	(44)
Heritage Lottery Fund	(114)	(523)	547	(90)	(522)	600	(12)
Catchment Partnership	(100)	(24)	34	(90)	(31)	46	(75)
CANAPE	(72)	(264)	149	(187)	(232)	107	(312)
Computer Software	(40)	0	29	(11)	(11)	0	(22)
UK National Park Communications	0	0	0	0	(28)	0	(28)
Total	(1,585)	(1,231)	905	(1,911)	(1,234)	1,027	(2,118)

Included in the closing balance of £2,118k, £957k relates to Navigation funded reserves.

#### Earmarked reserves

#### **Property**

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

#### Plant, Vessels and Equipment

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

#### **Premises**

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

#### **Planning Delivery Grant**

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

#### **Upper Thurne Enhancement Scheme**

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

#### **Section 106 Agreements**

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

#### **Heritage Lottery Fund**

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

#### **Catchment Partnership**

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

#### **CANAPE**

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

#### **Computer Software**

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

#### **UK National Parks Communications**

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

# 11. Financing and investment income and expenditure

2018/19 £000	Expenditure and income detail	2019/20 £000
35	Interest payable and similar charges	42
215	Net interest on the net defined benefit liability (asset)	269
(37)	Interest receivable and similar income	(49)
(130)	Income and expenditure in relation to investment properties and changes in their fair value including disposal	0
83	Total	262

# 12. Property, plant and equipment

Movements on balances 2018/19

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
At 1 April 2018	2,885	3,319	302	323	22	6,851
Additions	0	235	0	0	38	273
Revaluation increases/(decreased) recognised in the Revaluation		(50)				(44)
reserve	12	(53)	0	0	0	(41)

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(4)	(11)	0	0	0	(15)
Derecognition-disposals	0	(31)	0	0	0	(31)
At 31 March 2019	2,893	3,459	302	323	60	7,037

Accumulated depreciation and impairment	Land and Buildings £000	Vehicles Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment £000
At 1 April 2018	23	1,851	223	0	0	2,097
Depreciation charge	32	325	15	0	0	372
Derecognition – disposals	0	(27)	0	0	0	(27)
Depreciation written out to the Revaluation Reserve	(3)	(111)	0	0	0	(114)
At 31 March 2019	52	2,038	238	0	0	2,328

Net Book Value	Land and Buildings £000	Vehicles, Plant, Furniture & Equipment £000	Infrastructure Assets £000	Community Assets £000	Assets Under Construction £000	Total Property, Plant and Equipment
At 31 March 2019	2,841	1,421	64	323	60	4,709
At 31 March 2018	2,862	1,468	79	323	22	4,754

# Movements on balances 2019/20

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
At 1 April 2019	2,893	3,459	302	323	60	7,037
Additions	0	125	13	0	32	170
Donated Assets	54	0	0	0	0	54
Revaluation increases/(decreased) recognised in the Revaluation reserve	112	(442)	0	0	0	(330)
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(62)	(5)	0	0	0	(67)
Derecognition-disposals	0	(38)	0	0	0	(38)
At 31 March 2020	2,997	3,099	315	323	92	6,826

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

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

#### Depreciation

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

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

#### **Capital Commitments**

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

#### **Impairments**

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

#### Revaluations

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

Significant assumptions applied in estimating the current values are:

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

Financial Year	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total £000
Carried at historical cost	0	0	48	323	0	371
Valued at current value as at 31 March 2020	913	189	14	0	32	1,148
31 March 2019	1,381	300	0	0	0	1,681
31 March 2018	262	339	0	0	60	661
31 March 2017	144	224	0	0	0	368
31 March 2016	239	124	0	0	0	363
Total cost or valuation	2,939	1,176	62	323	92	4,592

## 13. Inventories

Description	Consumable stores 2018/19 £000	Consumable stores 2019/20 £000	Maintenance materials 2018/19 £000	Maintenance materials 2019/20 £000	Total 2018/19 £000	Total 2019/20 £000
Balance outstanding at start of						
year	37	36	54	52	91	88
Purchases	35	24	60	144	95	168
Recognised as an expense in						
year	(36)	(29)	(62)	(113)	(98)	(142)
Written off balances	0	0	0	0	0	0
Balances outstanding at year end	36	31	52	83	88	114

## 14. Debtors

31 March 2019 £000	Debtor types	31 March 2020 £000
79	Trade receivables	1,265
592	Prepayments and accrued income	825
137	Other receivable amounts	160
808	Total	2,250

# 15. Cash and cash equivalents

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

31 March 2019 £000	Cash and cash equivalent types	31 March 2020 £000
2	Cash held by the Broads Authority	2
1,196	Bank current accounts	679
1,198	Total cash and cash equivalents	681

#### 16.Creditors

31 March 2019 £000	Creditor types	31 March 2020 £000
313	Trade payables	279
1,211	Accruals and income in advance	2,301
223	Other payable amounts	202
1,747	Total	2,782

#### 17. Provisions

2018/19 Accumulate absences provision £000	2018/19 HMRC provision £000	2018/19 Total £000	Description	2019/20 Accumulated absences provision £000	2019/20 Whitlingham Dilapidations provision £000	2019/20 Total £000
50	16	66	Balance at 1 April	47	0	47
47	0	47	Additional provisions made in year	60	47	107
(50)	(16)	(66)	Settlements or cancellation of provision made at end of proceeding year	(47)	0	(47)
47	0	47	Balance at 31 March	60	47	107

The HMRC Provision related to the non-taxation of members expenses for attendance at committee meetings during the period 2012/13-2017/18. Settlement was agreed with HMRC in August 2018.

The Whitlingham Dilapidations Provision relates to end of lease dilapidations as assessed by Whitlingham Charitable Trust. Due to COVID-19 the Authority has been unable to have it's own survey conducted to potentially reduce the liability.

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

#### 18. Usable reserves

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

#### 19. Unusable reserves

31 March 2019 £000	Description	31 March 2020 £000
1,950	Revaluation reserve	1,771
2,484	Capital Adjustment Account	2,618
(10,812)	Pensions Reserve	(8,719)
(47)	Accumulated Absences Account	(60)
(6,425)	Total unusable reserves	(4,390)

#### Revaluation reserve

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

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

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

2018/19 £000	Description	2019/20 £000
1,774	Balance at 1 April	1,950
75	Upward revaluation of assets	132
(3)	Downward revaluation of assets	(14)
	Surplus or deficit on revaluation of non- current assets not posted to the Surplus or	
72	Deficit on Provision of Services (subtotal)	118
105	Difference between current value depreciation and historical cost deprecation	(297)
	Asset disposed of 2019/20, balance still on	
(1)	reserve	0

2018/19 £000	Description	2019/20 £000
	Amount written off to the Capital	
104	Adjustment Account (subtotal)	(179)
1,950	Balance at 31 March	1,771

#### Capital Adjustment Account

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

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

2018/19 £000	Description	2019/20 £000
2,921	Balance at 1 April	2,484
	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:	
130	Transfer of non-current asset sale proceeds from revenue to Capital Receipts Reserve	0
(372)	Charges for depreciation and impairment of non-current assets	(392)
(14)	Revaluation losses on property plant & equipment	(51)
(130)	Movements in the market value of investment properties	0
0	Movement in the Donated Assets	54
(9)	Amortisation of intangible assets	(9)
(280)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss in disposal to the comprehensive income and expenditure statement	(16)
(105)	Adjusting amounts written out of the revaluation reserve	297

2018/19 £000	Description	2019/20 £000
(780)	Net written out amount of the cost of non-current assets consumed in the year (subtotal)	(117)
70	Capital financing applied in the year: Statutory provision for the financing of capital investment charges against the general fund removal of finance lease liability for assets returned in year	72
0	Derecognition of finance lease liability	9
273	Capital expenditure charges against the General Fund	170
2,484	Balance at 31 March	2,618

#### Pensions Reserve

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

2018/19 £000	Description	2019/20 £000
(7,571)	Balance at 1 April	(10,812)
(2,253)	Remeasurements of the net defined benefit liability/(asset)	3,111
(1,699)	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(1,762)
711	Employer's pension contributions and direct payments to pensioners payable in the year	744
(10,812)	Balance at 31 March	(8,719)

#### **Accumulated Absences Account**

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

2018/19 £000	Description	2019/20 £000
(50)	Balance at 1 April	(47)
50	Settlement or cancellation of accrual made at the end of the preceding year	47
(47)	Amounts accrued at the end of the current year	(60)
0	Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	0
(47)	Balance at 31 March	(60)

## 20. Cash Flow Statement – Operating Activities

The cash flows from operating activities include the following items:

2018/19 £000	Operating activity	2019/20 £000	
(34)	Interest received	(49)	
35	Interest paid	42	
1	Net cash flows from operating activities	(7)	

## 21. Cash flow statement – investing activities

2018/19 £000	Investing activity	2019/20 £000
	Purchase of property, plant and equipment, investment property	
(273)	and intangible assets	(170)
(1,000)	Purchase of short term investments	(500)
(3)	Other payments from investing activities	(2)
li	Proceeds from the sale of property, plant and equipment,	
(11)	investment property and intangible assets	(4)
(1,287)	Net cash flows from investing activities	(676)

# 22. Cash flow statement – financing activities

2018/19 £000	Financing activity	2019/20 £000
(55)	Cash payments for the reduction of the outstanding liabilities relating to finance leases	(57)
(15)	Repayments of short and long term borrowing	(15)
(70)	Net cash flows from financing activities	(72)

## 23. Members' allowances

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

2018/19 £000	Member payment type	2019/20 £000
37	Allowances	39
6	Expenses	7
43	Total	46

# 24. Officers' remuneration

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

Job Title	Year	Salary, feed and allowances £000	Bonuses £000	Expenses allowances £000	Pension contribution £000	Total £000
Chief	2018/19	87	0	0	16	103
Executive	2019/20	88	0	0	16	105
Director of	2018/19	58	0	0	11	69
Strategic	2019/20	59	0	0	11	70
Services						
Director of	2018/19	57	0	0	10	67
Operations	2019/20	59	0	0	11	70

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

Number of employees 2018/19	Remuneration amount band	Number of employees 2019/20
0	£50,000 - £54,999	0
2	£55,000 - £59,999	2
0	£60,000 - £64,999	0
0	£65,000 - £69,999	0
0	£70,000 - £74,999	0
0	£75,000 - £79,999	0
0	£80,000 - £84,999	0
1	£85,000 - £89,999	1

## Exit packages

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

Exit package cost band	Number of compulsory redundancies 2018/19	Number of compulsory redundancies 2019/20	Number of other departures agreed 2018/19	Number of other departures agreed 2019/20	Total number of exit packages by cost band 2018/19	Total number of exit packages by cost band 2019/20	Total cost of exit packages in each band 2018/19 £000	Total cost of exit packages in each band 2019/20 £000
£0-£20,000	0	1	0	0	0	1	0	12
£20,001- £40,000	0	1	0	0	0	1	0	24
Total	0	2	0	0	0	2	0	36

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

### 25. External audit costs

The Broads authority has incurred the following fees relating to audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the Authority's external auditors

2018/19 £000	Type of external audit cost	2019/20 £000
	Fees payable to external auditors with regard to external audit services carried out by the appointed auditor for	
11	the year	11
11	Total	11

#### 26. Grant income

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

2018/19 £000	Grant Name	2019/20 £000
	Credited to taxation and non-specific grant income:	
3,356	Defra National Park Grant	3,414
0	Donated Asset (Acle WC)	54
	Credited to serves:	
459	Heritage Lottery Fund – Landscape Partnership Scheme	495
202	CANAPE - ERDF	95
0	Defra Environment Land Management Scheme	24
0	Water Environment Grant	26
4,017	Total	4,108

#### 27. Related parties

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

#### Central Government

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

#### Members

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

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

Mr Louis Baugh was a member of the Broads Authority and Audit & risk committee. The Authority completed remedial repair works in 2019/20 relating to a joint land access

agreement in place with Mr Baugh. No monies were exchanged, however, the overall value of work and materials was £7,276.

Mr Andrew Hamilton is a member of the Navigation Committee and is Director of "Eastwood Whelpton Ltd". "Eastwood Whelpton Ltd" paid £10,989.29 (£10,731 2018/19) navigation tolls to the Broads Authority in 2019/20.

Mr James Knight is a member of the Broads Authority and Planning Committee and is a Director of 'Waveney River Centre (2003) Ltd'. Waveney River Centre (2003) Ltd paid £18,032 (£8,019 2018/19) navigation tolls to the Broads Authority in 2019/20. The Authority also made fuel purchases of £1,294 (£1,036 in 2018/19) and used mooring facilities of £2,400 during 2019/20 (£2,400 2018/19) and prepaid £2,500 in advance relating to 2020/21. No amounts were outstanding at 31 March 2020. Mr Knight took no part in the decision-making process associated with these contracts.

Mr Greg Munford is a member of the Broads Authority, Navigation Committee and Audit & risk Committee and is Chief Executive of 'Richardson's Leisure Ltd'. Richardson's Leisure paid £384,802 (£382,281 2018/19) navigation tolls to the Broads Authority in 2019/20. The Authority also made fuel purchases of £730 during 2019/20 (Nil in 2018/19). No amounts were outstanding at 31 March 2020. Mr Munford took no part in the decision-making process associated with this contract.

Mr Simon Sparrow is a member of the Navigation Committee and is Director of Hippersons Boatyard Ltd. Hippersons Boatyard paid £4,652 (£3,826 2018/19) navigation tolls to the Broads Authority in 2019/20. The Authority also made fuel purchases of £72 during 2019/20 (Nil 2018/19). £72 was outstanding at 31 March 2019. Mr Sparrow took no part in the decision-making process associated with this contract.

#### Officers

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

#### Whitlingham Charitable Trust

During the year the Authority provided administration services for Whitlingham Charitable Trust of £36,632 (£45,555 in 2018/19). The balance outstanding at 31 March 2020 was £6,953 (£15,384 at 31 March 2019).

The Broads Authority also provides a recharge service for purchase invoices and salaries of £72,832 (£82,513 in 2018/19). The balance outstanding at 31 March 2020 was £6,914 (£10,115 at 31 March 2019).

The Whitlingham Charitable Trust also invoiced the Authority £15,880 (£18,789 in 2018/19) for rental income for the lease of the visitor centre and moorings, and £4,339 for income collected on behalf of the Trust (£3,991 in 2018/19). The balance outstanding at 31 March 2020 was £864 (£2,159 in 2018/19). The Trust can also recharge purchase invoices, although there were none in 2019/20 (none in 2018/19).

#### Birketts LLP

Birketts LLP provides legal services to the Broads Authority. The Authority paid £54,866 for legal services in 2019/20 (£5,133 2018/19). £8,656 was outstanding at 31 March 2020 (£Nil 2018/19). The Senior Associate at Birketts LLP serves as Monitoring Officer to the Broads Authority and was appointed in May 2019.

#### Other Public Bodies

The Authority recharged Broadland District Council for staff time of £5,667 during 2019/20 (£12,009 in 2018/19). No amounts were outstanding at 31 March 2020 (£1,565 at 31 March 2019).

Norfolk County Council provides legal services to the Broads Authority via its legal practice, NPLaw. The Authority paid £34,155 for legal services in 2019/20 (£57,249 in 2018/19). £1,491 was outstanding at 31 March 2020 (Nil 2018/19).

Norfolk County Council also provides payroll services to the Broads Authority. The Authority paid £9,291 for this in 2019/20 (£6,952 in 2018/19). £2,295.13 was outstanding at 31 March 2020 (Nil 2018/19).

The Authority recharged Norfolk County Council for staff time of £2,520 during 2019/20 (Nil in 2018/19). No amounts were outstanding at 31 March 2020.

#### 28. Capital expenditure and capital financing

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

2018/19 £000	Description	2019/20 £000
364	Opening Capital Finance Requirement	294
	Capital investment:	
273	Property, plant and equipment	224
	Sources of finance	
	Sums set aside from revenue:	
(273)	Direct revenue contributions	(170)
0	Donated Asset	(54)
(70)	MRP	(72)
294	Closing capital finance requirement	222

2018/19 £000	Description	2019/20 £000
(70)	Explanation of movements in year Increase/(decrease) in underlying need to borrow (unsupported by government financial assistance)	(72)
(70)	Increase/(decrease) in capital financing requirement	(72)

#### 29. Leases

#### Authority as lessee

#### **Finance Leases**

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

2018/19 £000	Asset Type	2019/20 £000
0	Other Land and Buildings	0
190	Vehicles, Plant, Furniture and Equipment	128
190	Total	128

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

2018/19 £000	Time periods	2019/20 £000
	Finance lease liabilities (net present value of minimum	
	lease payments):	
50	Current	43
130	Non-current	72
7	Finance costs payable in future years	4
187	Minimum lease payments	119

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

Time periods	Minimum lease payments 31 March 2019 £000	Minimum lease payments 31 March 2020 £000	Finance lease liabilities 31 March 2019 £000	Finance lease liabilities 31 March 2020 £000
Not later than one year	53	45	50	43
Later than one year and not later than 5 years	134	74	130	72
Later than 5 years	0	0	0	0
Total	187	119	180	115

The minimum lease payments do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2019/20, no (£nil) contingent rents were payable by the Authority (2018/19 £nil).

## **Operating Leases**

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

2018/19 £000	Time period	2019/20 £000
138	Not later than one year	141
380	Later than one year and not later than 5 years	280
194	Later than 5 years	207
712	Total	628

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

2018/19 £000	Expenditure	2019/20 £000
170	Minimum lease payments	162
170	Total	162

#### Authority as Lessor

#### **Finance Leases**

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

#### **Operating Leases**

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

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

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

2018/19 £000	Time Period	2019/20 £000
0	Not later than one year	0
0	Later than one year and not later than 5 years	0
0	Later than 5 years	0
0	Total	0

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

#### 30. Termination benefits

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

#### 31. Defined Benefit Pension Schemes

#### Participation in Pension Schemes

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

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

#### Guaranteed minimum pension

Guaranteed minimum pension (GMP) was accrued by members of the Local Government Pension Scheme (LGPS) between 6 April 1978 and 5 April 1997. The value of GMP is inherently unequal between males and females for a number or reasons, including a higher retirement age for men and GMP accruing at a faster rate for women. However overall equality of benefits was achieved for public service schemes through the interaction between scheme pensions and the State Second Pension. The introduction of the new Single State Pension in April 2016 disrupted this arrangement and brought uncertainty over the ongoing indexation of GMPs, which could lead to inequalities between men and women's benefits.

As an interim solution to avoid this problem, GMP rules were changed so that the responsibility for ensuring GMPs kept pace with inflation passed in full to pension schemes themselves for members reaching state pension age between 6 April 2016 and 5 April 2021. This new responsibility leads to increased costs for schemes (including the LGPS) and hence scheme employers.

The fund's actuary has carried out calculations in order to estimate the impact that the GMP indexation changes will have on the liabilities of the Broads Authority for financial reporting purposes. The estimate assumes that the permanent solution eventually agreed will be equivalent in cost to extending the interim solution to all members reaching state pension age from 6 April 2016 onwards.

#### The McCloud Judgement

When the LGPS benefit structure was reformed in 2014, transitional protections were applied to certain older members close to normal retirement age. The benefits accrued from 1 April 2014 by these members are subject to an 'underpin' which means that they cannot be lower than what they would have received under the previous benefit structure. The underpin ensures that these members do not lose out from the introduction of the new scheme, by effectively giving them the better of the benefits from the old and new schemes.

In December 2018 the Court of Appeal upheld a ruling ("McCloud/Sargeant") that similar transitional protections in the Judges' and Firefighters' Pension Schemes were unlawful on the grounds of age discrimination. The implications of the ruling are expected to apply to the LGPS (and other public service schemes) as well. The UK Government requested leave to appeal to the Supreme Court but this was denied.

The impact of the ruling is uncertain. It is looking likely that benefits accrued from 2014 may need to be enhanced so that all members, regardless of age, will benefit from the underpin. However, restitution may be achieved in a different way, for example by paying compensation. In either case, the clear expectation is that many more members would see an enhanced benefit rather than just those currently subject to these protections. In this outcome, there would likely be a retrospective increase to members' benefits, which in turn would give rise to a past service cost for the Fund employers when the outcome is known.

Quantifying the impact at this stage is very difficult because it will depend on the compensation awarded, members' future salary increases, length of service and retirement age, and whether (and when) members withdraw from active service. Salary increases in particular can vary significantly from year to year and from member to member depending on factors such as budget restraint, job performance and career progression. The Government Actuary's Department (GAD) has estimated that the impact for the LGPS as a whole could be to increase active member liabilities by 3.2%, based on a given set of actuarial assumptions. A full description of the data, methodology and assumptions underlying these estimates is given in GAD's paper, dated 10 June 2019.

The effect of the judgement has been included in the pension liabilities recognised in the balance sheet.

#### Transactions relating to Post-Employment Benefits

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

2018/19 £000	Transaction	2019/20 £000
	Comprehensive Income and Expenditure Statement	
	Cost of services:	
1,289	current service cost	1,493
195	past service cost	0
	Financing and investment income and expenditure	
215	net interest expense	269
	Total post-employment benefits charged to the surplus or	
1,699	deficit on the provision of services	1,762
	Other post-employment benefits charged to the	
	Comprehensive Income and Expenditure Statement:	
(710)	<ul> <li>return on plan assets (excluding the amount</li> </ul>	2,218
	included in the net interest expense)	
-	<ul> <li>actuarial gains and losses arising on changes in</li> </ul>	(996)
	demographic assumptions	
2,945	<ul> <li>actuarial gains and losses arising on changes in</li> </ul>	(3,142)
	financial assumptions	
18	other experience	(1,191)
	Total post-employment benefits charged to the	
(2,253)	Comprehensive Income and Expenditure Statement	(3,111)

2018/19 £000	Transaction	2019/20 £000
	Movement in Reserves Statement	
	<ul> <li>reversal of net charges made to the surplus or</li> </ul>	
	deficit on the provision of services for post-	
1,699	employment benefits in accordance with the Code	1,762
	Actual amount charged against the General Fund balance	
	for pensions in the year:	
(711)	<ul> <li>employers' contributions payable to scheme</li> </ul>	(744)

## Pension Assets and Liabilities Recognised in the Balance Sheet

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

2018/19 £000	Туре	2019/20 £000
(37,640)	Present value of the defined benefit obligation	(33,898)
26,828	Fair value of plan assets	25,179
(10,812)	Net liability arising from defined benefit obligation	(8,719)

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

2018/19 £000	Movements	2019/20 £000
25,211	Opening fair value of scheme assets	26,828
683	Interest income	644
710	Remeasurement gain / (loss):  • The return on plan assets, excluding the amount included in the net interest expense	(2,218)
711	Contributions from employer	744
216	Contributions from employees into the scheme	222
(703)	Benefits paid	(1,041)
26,828	Closing fair value of scheme assets	25,179

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

and the second s							
2018/19 £000	Movements	2019/20 £000 37,640 1,493					
32,782	Balance at 1 April	37,640					
1,289	Current service cost	1,493					
898	Interest cost	913					

2018/19 £000	Movements	2019/20 £000
216	Contributions from scheme participants	222
-	Remeasurement (gains) and losses:  • Actuarial gains / losses from changes in demographic assumptions	(996)
2,945	<ul> <li>Actuarial gains / losses arising from changes in financial assumptions</li> </ul>	(3,142)
18	Other	(1,191)
195	Past Service Cost	-
(703)	Benefits paid	(1,041)
37,640	Balance at 31 March	33,898

# Local Government Pension Scheme Assets Local Government Pension Scheme assets comprised:

Fair value of scheme assets 2018/19 £000				Fair value of sch	neme assets 2019	/20 £000
Quoted prices in active markets	Quoted prices not in active markets	Total	Asset type	Quoted prices in active markets	Quoted prices not in active markets	Total
-	669.8	669.8	Cash and cash equivalents:  • All cash and cash equivalents	-	666.1	666.1
1,663.0 1,373.9 600.6 1,454.6 645.6 1,312.8 0.9	- - - - -	1,663.0 1,373.9 600.6 1,454.6 645.6 1,312.8 0.9	Equity instruments:	933.0 739.8 225.6 632.5 584.4 777.1 0.4	- - - - -	933.0 739.8 225.6 632.5 584.4 777.1 0.4
- - 307.4	- - -	- - 307.4	Bonds (Debt securities):	- - 292.6	- - -	- - 292.6
-	1,656.3 2,655.6	1,656.3 2,655.6	Private equity:  • All private equity  Property:	-	1,515.2 2,166.6	1,515.2 2,166.6

Fair value of scheme assets 2018/19 £000				Fair value of scheme assets 2019/20 £000		
-	512.6	512.6	UK property	-	496.1	496.1
			Overseas property			
			Other investment funds and unit trusts:			
4,616.3	-	4,616.3	Equities	7,277.4	-	7,277.4
9,289.4	-	9,289.4	Bonds	8,204.2	-	8,204.2
-	-	-	Infrastructure	-	703.3	703.3
			Derivatives			
76.6	-	76.6	Other derivatives	-	-	-
(7.4)	-	(7.4)	Foreign exchange	-	(35.3)	(35.3)
21,333.7	5,494.3	26,828.0	Total	19,667.0	5,512.0	25,179.0

#### Basis for estimating assets and liabilities

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

The principal assumptions used by the actuary have been:

31 March 2019	Assumption	31 March 2020
	Long term expected rate of return on assets in the	
	scheme:	
2.4%	Equity investments	2.3%
2.4%	Bonds	2.3%
2.4%	Property	2.3%
2.4%	• Cash	2.3%
	Mortality assumptions:	
	Longevity at 65 for current pensioners:	
22.1 years	Men	21.7 years
24.4 years	Women	23.9 years
	Longevity at 65 for future pensioners:	
24.1 years	• Men	22.8 years
26.4 years	Women	25.5 years
2.5%	Rate of inflation	1.9%
2.8%	Rate of increase in salaries	2.6%
2.5%	Rate of increase in pensions	1.9%
2.4%	Rate for discounting scheme liabilities	2.3%
	Take up of option to convert annual pension into	
	retirement lump sum:	
50%	Pre- April 2008 service	50%
75%	Post- April 2008 service	75%

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

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

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

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

Change in assumptions at 31 March 2020	Approximate % increase to employer liability	Approximate monetary amount £000
0.5% decrease in real discount rate	10%	3,358
1 year increase in member life expectancy	3-5%	Dependent on revised assumption
0.5% increase in the salary increase rate	1%	262
0.5% increase in the pension increase rate	9%	3,072

#### Techniques used to manage risk

The Pensions Committee of Norfolk County Council considers long term liabilities when setting its investment strategy but does not follow a specific liability matching investment approach having taken appropriate professional advice. The Committee has agreed an asset allocation benchmark, a performance target and various controls on the Fund's investments. These reflect their views on the appropriate balance between maximising the long-term return on investments and minimising short-term volatility and risk. The Committee monitors and reviews the performance of investments and the overall strategy on a regular basis, supported by advice from professional advisers as required. A large proportion of the Fund's assets relate to equities (50% of scheme assets) and bonds (34%). These percentages are materially the same as the previous year. The scheme also invests in properties as part of the diversification of the scheme's investments.

Further details of the Fund's investment approach are outlined in the Statement of Investment Principles and Funding Strategy Statement that are published on the Fund's website <a href="https://www.norfolkpensionfund.org">www.norfolkpensionfund.org</a>.

#### Impact on the Authority's cash flows

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

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

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

The Authority anticipates paying contributions of approximately £740,000 to the scheme in 2020/21.

## 32. Contingent Liabilities

The Authority has identified one material contingent liability:

#### **Postwick Tip**

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

## 33. Financial Instruments

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

## Financial Assets

Туре	Non-Current Investments 31 March 2019 £000	Non-Current Investments 31 March 2020 £000	Non- Current Debtors 31 March 2019 £000	Non- Current Debtors 31 March 2020	Current Investments 31 March 2019 £000	Current Investments 31 March 2020 £000	Current Debtors 31 March 2019 £000	Current Debtors 31 March 2020	Total 31 March 2019 £000	Total 31 March 2020 £00
Amortised Cost	0	0	0	0	4,704	4,689	559	2,015	5,263	6,704
Total financial assets	0	0	0	0	4,704	4,689	559	2,015	5,263	6,704
Non- financial assets	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	4,704	4,689	559	2,015	5,263	6,704

## Financial Liabilities

Туре	Non- Current Borrowings 31 March 2019 £000	Non- Current Borrowings 31 March 2020 £000	Non- Current Creditors 31 March 2019 £000	Non- Current Creditors 31 March 2020	Current Borrowings 31 March 2019 £000	Current Borrowings 31 March 2020 £000	Current Creditors 31 March 2019 £000	Current Creditors 31 March 2020	Total 31 March 2019 £000	Total 31 March 2020 £00
Amortised Cost	239	167	0	0	64	57	1,697	2,740	2,000	2,964
Total financial liabilities	239	167	0	0	64	57	1,697	2,740	2,000	2,964
Non- financial liabilities	0	0	0	0	0	0	0	0	0	0
Total	239	167	0	0	64	57	1,697	2,740	2,000	2,964

## Income, Expense Gains and Losses

noonio, Experies sums una lesses										
Interest Type	Surplus or Deficit	Other	Total 2018/19 £000	Surplus or Deficit	Other	Total 2019/20 £000				
	on the Provision of	Comprehensive		on the Provision of	Comprehensive					
	Services	Income and		Services	Income and					
	2018/19	Expenditure		2019/20	Expenditure					
	£000	2018/19		£000	2019/20					
		£000			£000					
Interest Expense	35	0	35	42	0	42				

Interest Type	Surplus or Deficit on the Provision of Services 2018/19 £000	Other Comprehensive Income and Expenditure 2018/19 £000	Total 2018/19 £000	Surplus or Deficit on the Provision of Services 2019/20 £000	Other Comprehensive Income and Expenditure 2019/20 £000	Total 2019/20 £000
Interest Income	(37)	0	(37)	(49)	0	(49)

#### Fair Values of Assets and Liabilities

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

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

The fair values calculated are as follows:

Financial Liabilities held at amortised cost:	31 March 2019 Carrying Amount £000	31 March 2019 Fair Value £000	31 March 2020 Carrying Amount £000	31 March 2020 Fair Value £000
PWLB	123	146	109	130
Finance Leases	180	180	115	115
Short Term Creditors	1,697	1,697	2,740	2,740
Total	2,000	2,023	2,964	2,985

The fair value of borrowings is higher than the carrying amount because the authority's PWLB loan is at a fixed interest rate where the interest rate payable is higher than the prevailing rates at the Balance Sheet date. This shows a notional future loss (based on economic conditions as at 31 March 2020) arising from a commitment to pay interest to lenders above the current market rate. Refinancing the loan at lower interest rates would outweigh the early repayment fee.

Financial assets held at amortised cost:	31 March 2019 Carrying Amount £000	31 March 2019 Fair Value £000	31 March 2020 Carrying Amount £000	31 March 2020 Fair Value £000
Fixed term investments	3,508	3,508	4,010	4,010
Cash at banks	1,196	1,196	679	679
Short Term debtors	559	559	2,839	2,015
Total	5,263	5,263	7,528	6,704

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

#### 34. Nature and Extent of Risks Arising from Financial Instruments

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

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

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

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

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

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

#### Credit Risk

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

The Authority's standard terms and conditions for payment of invoices are 30 days from invoice date. The Authority does not allow credit for customers, and only a small proportion of invoices were overdue and outstanding as at 31 March 2020 for which a bad debt provision had not been put in place.

#### Liquidity Risk

A one year funding agreement from DEFRA means the Broads Authority has some certainty over 2020/21. Longer term uncertainty still remains and future changes in government brings further uncertainty whether future multi-year funding will be available. Given the significant cash balances there is no significant risk that it will be unable to meet its commitments under financial instruments. All financial liabilities are due to be repaid within one to five years with the exception of the 20 year PWLB loan. Therefore there is no risk of having to borrow at unfavourable rates in future to replenish borrowings.

#### Market Risk

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

#### Foreign Exchange Risk

The Authority's Annual Investment and Capital Financing Strategy for 2020/21 states that if the Authority enters into any contractual arrangements above £100,000 which involve foreign currency, the advice of the Chief Financial Officer will be sought on the advisability of hedging the exchange risk before entering into the contract.

## 35. Navigation Income and Expenditure Account

Restated 2018/19 Gross expenditure £000	Restated 2018/19 Income £000	Restated 2018/19 Net expenditure/ (income) £000	Description	2019/20 Gross expenditure £000	2019/20 Income £000	2019/20 Net expenditure/ (income) £000
2,525	(114)	2,411	Operations	2,587	(87)	2,500
519	(171)	348	Strategic Services	580	(160)	420
688	(8)	680	Chief Executive	700	(14)	686
117	0	117	Corporate Items	38	0	38
0	(3,354)	(3,354)	Navigation Income (Tolls)	0	(3,431)	(3,431)
3,849	(3,647)	202	Cost of services (subtotal)	3,905	(3,692)	213
		(4)	(Gains)/Losses on the disposal of non-current assets			(4)
		51	Financing and investment income and expenditure			123
		0	Donated Asset			(54)
		249	(Surplus) or deficit on provision of services (subtotal)			278
		(64)	(Surplus) or deficit on revaluation of fixed assets			(96)
		994	Actuarial (gains)/losses on pension assets/liabilities			(1,376)
		930	Other comprehensive income and expenditure (subtotal)			(1,472)
		1,179	Total comprehensive income and expenditure			(1,194)

#### 36. Going Concern

The CIPFA Code confirms that local authority accounts must be prepared on a going concern basis. The Corona virus restrictions across the UK, have created significant issues for many businesses and residents and as a result from April 2020, Authority income was affected as payers sought to defer payments or were unable to pay at all. The impact of this on cashflow was mitigated by DEFRA forwarding 35% of National Park Grant at the beginning of April and expenditure either being delayed or rescheduled into 2021/22. The government has provided some support for lost income and for the additional costs borne by authorities because of the crisis. The Authority has received just over £20,000 in this regard. DEFRA has agreed to underwrite lost income between £200,000 and £800,000 which will be drawn down in line with identified need. However current forecasts indicates this will not be required.

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

Date	General Fund	Navigation Fund	Earmarked reserves
31/3/20	£1.115m	£0.543m	£2.118m

We have carried out an assessment of the impact of Covid-19 on our future finances and we are satisfied that there is no material uncertainty relating to the Authority's going concern. Through our assessment we have identified that we expect in 2020/21:

#### Reductions in revenue relating to:

- Toll Income where we have assumed a reduction of 5% for the year, as a consequence of where Private and Hire Boats were unable to operate due to social distancing restrictions.
- 2. Visitor Services Income 25% fall relating to lost trading from closed sites for the first 3 months of the year, given the seasonality of our business.

Additional costs relating to Covid-19 have been estimated at £35,000 based on the expectations of the Authority's Management on preparing customer facing sites for reopening and facilitating staff being able to work from home.

If the lockdown arrangements are to extend beyond the 6 months window into 2020/21 that we have set out above, we have not assumed any additional central government grants within in our assumptions, and we have yet to make any assessment of further additional costs due to the uncertainty.

Therefore, we would expect our 2020/21 outturn to show a revised consolidated surplus – taking into account all the above factors of £57,230. This would be added to the General and Navigation Fund balance – which would then have a predicted balance of £1,703,890 at 31 March 2021.

The Authority has undertaken cash flow modelling through to March 2022 which demonstrates the Authority's ability to work within its Capital Financing Requirement and Cash management framework, with a minimum headroom of £0.210 million.

#### Glossary of Terms

#### **Accounting period**

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

#### **Accounting policies**

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

#### Accruals

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

#### **Actuarial gains and losses**

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

#### **Amortisation**

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

#### **Amortised cost**

This is cost that has been adjusted for amortisation.

#### **Asset**

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

#### **Budget**

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

#### Capital income and expenditure

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

#### **Capital financing**

Funds raised to pay for capital expenditure. There are various methods of financing capital expenditure including borrowing, leasing, direct revenue financing, usable capital receipts, capital grants, capital contributions, revenue reserves and earmarked reserves.

#### **Cash equivalents**

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

#### Chartered institute of public finance and accountancy (CIPFA)

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

#### **Code of practice on local authority accounting (the Code)**

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

#### **Community assets**

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

#### **Contingent liabilities**

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

#### Creditors

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

#### Current value

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

#### **Debtors**

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

#### **Deficit**

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

#### Depreciation

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

#### **Expected return on pension assets**

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

#### Fair value

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

#### Financial asset

A right to future economic benefits.

#### **Financial instrument**

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

#### **Financial liability**

An obligation to transfer economic benefits.

#### **Finance lease**

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

#### Long term assets

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

#### **Government grants**

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

#### **Historic cost**

The cost of an asset when originally bought.

#### las19 retirement benefits

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

#### **Impairment**

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

#### Infrastructure assets

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

#### **Intangible assets**

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

#### International financial reporting standards (ifrs)

International Financial Reporting Standards (IFRS) are issued by the International Accounting

Standards Board. All local authorities apply international accounting regulations when preparing accounts. The Authority's accounts follow these standards where they apply to local authorities.

#### **Investment properties**

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

#### Liability

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

#### Market price

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

#### Minimum revenue provision (mrp)

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

#### Net book value

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

#### Non distributed costs

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

#### **Operating lease**

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

#### Outturn

The actual amount spent in the financial year.

#### **Pension fund**

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

#### **Provision**

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

#### Reserves

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

#### Revenue income and expenditure

Expenditure which relates to day to day expenses, such as salaries and wages, general

running expenses and the minimum revenue provision. Revenue income includes charges made for goods and services.

#### Surplus

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

#### Value added tax (vat)

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

#### Variance / variation

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

# Broads Authority Annual Governance Statement 2019/20 and Action Plan 2020/21 and Code of Corporate Governance 2020

Published May 2020



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#### About this Statement

As a public body, the Broads Authority is responsible for making sure its governance and internal control systems are robust, up-to-date and in line with the principles of good governance. This is about conducting our business in accordance with the law and with proper standards, using public money wisely and efficiently, and having the right arrangements in place to protect our assets and meet our strategic aims. It is also about our staff and Members representing the shared values and culture of the organisation.

To show how we are complying with good governance, we prepare an **Annual Governance Statement**<sup>1</sup> and publish it alongside our annual Statement of Accounts. The Statement is guided by 'Delivering Good Governance in Local Government', which includes principles on integrity, ethical values and the rule of law; stakeholder engagement; sustainable economic, social and environmental benefits; leadership and resources; risk and performance; and transparency, reporting and review.

The Statement includes an annual action plan to address any weaknesses identified by internal and external audit, self-assessment and other reporting including our <u>Code of Corporate Governance</u> (Appendix 2).

This Annual Governance Statement was adopted in May 2020. Our action plan for 2020/21 and a review of last year's action plan are at Appendices 1(a) and 1(b).

### 1 Our governance framework

#### 1.1. Purposes and duties

The Broads Authority is a statutory body with similar responsibilities to those of the English, Welsh and Scottish National Park Authorities<sup>2</sup>. It is the local planning authority, and a harbour and navigation authority. It has a duty to manage the Broads to conserve and enhance its natural beauty, wildlife and cultural heritage, to promote opportunities for the public to understand and enjoy its special qualities, and to protect the interests of navigation.

In managing the area, the Authority must have regard to the national importance of the Broads for its natural beauty and opportunities for open-air recreation, the desirability of protecting its natural resources from damage, and the needs of agriculture and forestry and economic and social interests of those who live or work in the area. The Authority also has the duty to maintain the navigation area to such standard as appears to be reasonably required and to develop and improve it as it thinks fit.

Further provisions for the management of the area were made through the Broads Authority Act 2009.

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<sup>&</sup>lt;sup>1</sup> Regulation 6(1)(a) and (b) of the Accounts and Audit Regulations 2015

<sup>&</sup>lt;sup>2</sup> The Broads Authority was established under the Norfolk and Suffolk Broads Act 1988.

#### 1.2. Strategy and policy

The <u>Broads Plan</u> is the key partnership strategy for the Broads, setting out a long-term vision and short-term objectives to benefit of the environment, local communities and visitors. The current Plan was adopted in March 2017 and we publish 6-monthly <u>progress updates</u> in May and November.

The <u>Broads Local Plan</u> adopted in 2019 sets out the policies used in determining planning applications for the plan period up to 2036. We are also producing supporting supplementary planning documents and guidance to help with the interpretation and implementation of some policies.

Sitting under the Broads Plan are more detailed <u>guiding strategies</u>, generally focusing on a single theme and covering a short-term period. In the last year we reviewed and updated the Broads Integrated Access Strategy and the Broads Biodiversity & Water Strategy.

Our <u>Annual Business Plan</u> outlines our work priorities for the coming year and summarises last year's progress. The Plan is a link between the strategies for the Broads and our Directorate work plans. The Plan for 2020/21 is deferred until we have more information on the financial impact to the Authority as a result of the COVID-19 lockdown (see section 3).

Each year we also identify a small set of strategic priorities, focused on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. This helps us target our resources and make the most of partnership working and external funding opportunities. We report on their progress at each Broads Authority meeting.

## 2 External factors influencing our governance arrangements

#### 2.1. Coronavirus (COVID-19) pandemic

Government measures put in place at the end of 2019/20 in response to the coronavirus (COVID-19) outbreak are significantly affecting the Broads Authority's operations, including its governance processes. Under the provisions of the Coronavirus Act 2020, temporary standing orders for remote meeting procedure rules will be in place to May 2021. Some scheduled meetings were cancelled pending the remote meeting rules being in place.

The main impact to the Authority at the time of writing is the loss of income from tolls, especially from the hire boat industry. The Authority is liaising with the Government to seek support from Defra towards this loss, as well as support for the local tourism industry.

We may need to update this Annual Governance Statement with any further significant governance issues arising from the COVID-19 outbreak later in the year.

#### 2.2. Brexit

Leaving the European Union has been overshadowed by the COVID-19 crisis. However, it remains a significant change for the country and will impact on the Authority, such as

closing off a source of funding for joint projects with European partners. The timescale for CANAPE, our current EU-funded project, has been extended.

#### 2.3. Landscapes Review

The <u>Landscapes Review Final Report</u> was published in September 2019, setting out 27 proposals to protect and improve England's protected landscapes. We await the Government's full response to the report, but have started to identify what we can do within our existing resources.

#### 2.4. Peer Review

In May 2018, we implemented changes to our governance processes in response to the recommendations of a commissioned **Peer Review**. In 2019/20 a desk-based review of the effectiveness of the changes was carried out by a Lead Member and a Managing Director from two of the Norfolk local authorities. Their report made a number of suggestions, including the following:

- (a) The Authority's Chair and Chief Executive would attend the Norfolk Leaders and Chief Executives meeting every six months to give an update on progress and to hear challenges or concerns;
- (b) The Authority's Chief Executive would attend the Norfolk Chief Executives' meeting on a quarterly basis to update on areas of concern, discuss any proposal issues impacting or within the potential to impact on other Local Authorities;
- (c) The monthly Broads Briefing from the Authority's Chief Executive would be circulated to all Local Authorities and Parish Councils.
- (d) The Authority had engaged the support of the LGA and the Regional Peer (Cllr William Nunn) to support the leadership of the Authority in its relationship with the Local Authorities. This work includes:
  - Helping Authority members, particularly Local Authority appointees, to better understand their roles and responsibilities;
  - Supporting improved ways of working between the Local Authorities and understanding each other's values; and,
  - Supporting the Authority in operating within a complex political environment both locally and nationally.

#### 3 Our committees and executive

#### 3.1. Committees

The **Broads Authority** has unique governance arrangements, reflecting the interests of both national and local stakeholders. Of its 21 Members, ten are appointed by the Secretary of State, nine are locally elected County and District Councillors, and two are co-opted from

the Navigation Committee. Other than Planning Committee and those matters specifically delegated to the Chief Executive, all matters are dealt with by the full Broads Authority as the prime decision maker. Routine decision making is delegated by Members to Officers of the Authority through the Scheme of Delegated Powers.

As mentioned above, the COVID-19 pandemic will impact our governance processes on a temporary basis. Committee meetings will be held remotely through video-conferencing, with live streaming for the public. Times of meetings may differ to those shown on the committee timetable for 2020/21.

Normally, the Broads Authority meets six times a year. Two of the scheduled meeting dates are allocated for site visits or workshops, to give Members more time to interact informally outside the main business meetings, and to see what is happening out in the Broads. There is a transparent process for the annual appointment of Chairs and Vice-Chairs, committee membership and appointments to outside bodies, which allows Members to express their preferences for serving on Committees and outside bodies. The Chairs' Group gives all Chairs and Vice-Chairs an active role in maintaining an overview of the work of the various committees, and supporting the Chair and Chief Executive.

The **Audit and Risk Committee (ARC)** is an advisory committee meeting three times a year. It is responsible for examining our governance, internal control and risk management framework, and taking a strategic view on whether our allocated resources are being used effectively.

Our functions as a <u>Local Planning Authority</u> are carried out by the **Planning Committee**, with powers delegated to Officers in line with national legislation. It is a decision-making committee and normally meets every four weeks. Planning decisions, whether made at Committee or through delegated powers, are published on our Planning website.

The **Navigation Committee** advises the Authority's on significant matters affecting the navigation area. While it does not make decisions, if the Authority does not accept the Committee's recommendations it must give reasons. There are five meetings a year, and members are also invited to the Authority's site visits and workshops.

The **Broads Local Access Forum** is a semi-independent body that advises the Authority on improving public access to land within the Broads executive area. It meets at least twice a year.

The Authority has two **Independent Persons**, appointed for a 4-year period, who are regularly consulted to help the Authority achieve high ethical standards. The current postholders were appointed in July 2016. Any new appointments may be on hold until the COVID-19 lockdown restrictions are eased.

#### 3.2. Officers

The Authority has 132 full-time equivalent staff. There are four **statutory officers** who carry out specific duties. They are the Head of Paid Service (Chief Executive), Section 17 Officer

(Chief Financial Officer), Navigation Officer (Head of Ranger Services) and Monitoring Officer. The Chief Executive, Chief Financial Officer, Director of Strategic Services and Director of Operations make up our Management Team. We are also required to have a Data Protection Officer, and this role is currently held by the Director of Operations as a qualified Data Practitioner.

#### 3.3. Financial arrangements

It is considered that the Authority's financial management arrangements conform with CIPFA's <u>Statement on the Role of the Chief Financial Officer in Local Government</u> (2016). As a key member of the Management Team, the Chief Financial Officer is actively involved in material business decisions to help the Authority develop, resource and implement its strategic plans sustainably and in the public interest.

We have a number of procedures in place to make sure we obtain best value for money in all we do, and we review them all on a regular basis. The Financial Regulations, reviewed in March 2018, were updated to reflect that the Section 17 Officer and Treasury is now managed in-house. Our Counter Fraud, Corruption and Bribery Strategy was updated in March 2018 and our Standing Orders Relating to Contracts in May 2018. We also reviewed our Vehicle Procurement Strategy in October 2019 and our Capital, Treasury and Investment Strategy in March 2020. Work is underway to update the Procurement Strategy and Standing Orders Relating to Contracts following recommendations from the Procurement Audit.

We monitor the effectiveness of our internal financial control systems through the consideration of regular internal audits, performance management and budget monitoring reports, and through ARC reports.

## 4 Decision making and openness

Our arrangements for decision making are set out in publicly available documents. These include Standing Orders, Scheme of Delegated Powers and a Protocol on Member and Officer Relations. In 2019/2020 we commissioned Birketts LLP to carry out a review of our constitutional and governance documents to make sure they are fit for purpose, in line with best practice and legislation, and easy to understand. This work is not completed. As mentioned above, we may be required to make temporary revisions to processes under the Coronavirus Act 2020.

Our committees each have distinct terms of reference. Meetings are held in public, apart from agenda items that are exempt under legislative guidance, and members of the public may ask questions. Our committee meetings are audio recorded and the public may request a copy of the recording.

Staff roles and responsibilities are defined through job descriptions and regularly updated policies and procedures, including an officer code of conduct and annual performance appraisals. In 2019/2020 we started to use the Best Companies Employee Survey. Our first

Best Companies Index score was classed as 'good', which in terms of accreditation means we are 'one to watch'. We plan to run the next survey at the end of 2021, funding permitting, and aim to improve our baseline score.

The Freedom of Information Act (FOIA) and the Environmental Information Regulations (EIR) give rights of public access to information held by public authorities, including the Broads Authority. Our <u>Publication Scheme</u> highlights the information we publish, how we make it available, and our charging policy. Our commitment to protecting people's privacy and processing personal data in accordance with data protection legislation is set out within our <u>Data Protection Policy</u>.

## 5 Ethics and integrity

Under the Localism Act 2011 we have the duty to promote and maintain high standards, and we work to embed this throughout our governance and internal control systems. The seven principles of public life (known as the Nolan Principles) are incorporated in the **Members' Code of Conduct.** Our Independent Persons provide external scrutiny of our standards processes.

We also have our own set of corporate **core values** which we promote to our staff and Members through posters and screen savers, codes of conduct and protocols, recruitment and appraisal processes, and development programmes.

#### **Our Core Values**

**We show commitment** - Working together for a common purpose; Showing flexibility, trust and enthusiasm; Delivering on our promises

**We are caring** - Setting realistic and properly resourced workloads; Supporting each other to get things done; Giving praise and daring to challenge

**We are exemplary** – Being visible, approachable and professional; Making sound judgements on strong evidence; Aiming higher, smarter and always inspiring

We are open and honest – Being fair and consistent in our words and actions; Always willing to ask, listen and respond; Doing what's right and being accountable

We are sustainable – Looking after our resources wisely; Understanding the impact of our choices; Doing work that adds real value

## 6 Engaging with stakeholders

We encourage our partners, interest and user groups and local communities to engage with us in various ways. This includes drop in events such as partnership working groups and Parish Forums, direct contact such as officers or members attending user group meetings, public events, digital and social media, and formal written consultations. We also seek

public opinion through surveys and the user analysis of our website and Facebook and Twitter feeds.

<u>Broads Engage</u> brings together many of the ways people can hear about and have a say on the use and management of the Broads. Due to the COVID-19 social distancing requirements, we are developing ways to engage with stakeholders through remote means.

### 7 Managing risk and performance

The Audit and Risk Committee's (ARC) responsibilities include gaining assurances from a range of measures and reports that the Authority is obtaining value for money in the use of its resources, and that risk and performance are being actively managed to achieve best results. Actions in this year's Action Plan to strengthen our risk management processes have been completed. We updated our Corporate Risk Register (previously called the Strategic Risk Register) and Directorate Risk Registers in 2019 and they are monitored every six months by ARC and by Management Team.

In 2019/20, we tested our **IT Disaster Recovery Infrastructure** and are updating our **Business Continuity and Emergency Response Plan,** which has been put into practice in response to the current COVID-19 situation.

We have **internal financial controls** to reflect good practice and make sure our finances are managed securely to minimise risk. These include approved budgets, separation of duties and authorised signatures. We also maintain a database of all our land and property assets and an Asset Management Strategy that includes an asset disposal policy, to help us plan our maintenance and replacement programme and reduce the risk of unexpected costs.

Our **performance** across our operations is assessed at regular Management Team meetings, with financial reports and budgets considered monthly and reports provided to Members at each Authority meeting.

There is a **whistleblowing policy** for our staff, and the Monitoring Officer has a duty to write a report if the Authority or any of its committees proposes action that would be unlawful or amount to maladministration.

#### 8 Internal and external audit

Our **internal and external auditors** are the main independent sources of assurance on the operation of our governance framework and the Statement of Accounts.

An external provider reviews the effectiveness of our **internal control systems**, which includes our **internal audit function**. This helps to emphasise audit's key role and its connection to governance, risk management and internal control. The broad categories for internal audit are annual opinion, corporate governance, fundamental financial systems, service area audits and significant computer systems. The Head of Internal Audit (HIA) develops an annual **strategic audit plan** using a risk-based approach. The annual opinion is

given on the overall adequacy and effectiveness of the Authority's internal control environment, highlighting significant issues.

The Management Team responds to each recommendation in the internal audit report, stating whether it is agreed and what action will be taken. The ARC receives a summary of internal audit work during the year and progress on implementing audit recommendations. Any significant concerns are reported up to the Broads Authority. The Authority is also informed of the work of the appointed External Auditors, including the Annual Audit letter from the External Auditors.

The **HIA's overall audit opinion** in relation to the framework of governance, risk management and controls at the Broads Authority is **reasonable**, with all audits concluding with a positive opinion. There are therefore no issues raised by internal audit that are significant enough for inclusion in the Annual Governance Statement.

In providing the opinion, the Authority's risk management framework and supporting processes, the relative materiality of the issues arising from the internal audit work during the year and management's progress in addressing any control weaknesses identified from this were taken into account. The opinion was discussed with the Section 17 Officer prior to publication.

Note: The internal audit report and the Annual Governance Statement for 2018/19 highlighted an incident when the Authority had been subject to an invoice fraud, which resulted in the Authority making a payment erroneously. This incident took place in 2019/20. External Audit was also informed about this incident, and the CFO carried out a formal investigation and acted to protect the Authority against this happening again. External Audit subsequently requested that this incident also be noted in this year's Statement. This addition was reported to the Broads Authority on 20 November 2020.

#### 9 Action Plans

Our Annual Governance Statement Action Plan for 2020/21 and a summary of progress against last year's plan are in Appendices 1a and 1b.

This year's Action Plan focuses on performance monitoring and further refinements to our risk management policy and corporate risk register. We are satisfied that the Action Plan will address the identified weaknesses, and will report back on its implementation as part of our next Statement.

Signed	
Chair of the Authority	

Date	2020
Signed	
Chief Executive	
Date	2020

## Appendix 1a - Broads Authority Annual Governance Statement

Audit recommendations - Action Plan 2020/21

Audit recommendations	Lead Officers	Target date					
Accountability and monitoring of performance	Accountability and monitoring of performance						
Performance indicators:	Head of Governance	By 31/08/20					
Report annual National Park Authority 'family' indicators composite data to Management Team to compare and address any adverse areas of performance. Review how indicators align to Broads Plan and Annual Business Plan priorities and whether meaningful targets can be set for each indicator. Publish annual NPA family indicator outturn data relating to Broads Authority on BA website.							
Clarify how DEFRA uses and publicises family indicator data.							
Consider whether State of the Park indicators (where BA is data source) can be collected annually and reported in annual business planning process.							
Complete Operations Directorate Risk Register as part of Individual Performance Review process.	Director of Operations	By 31/05/20					
Risk Management							
Define specific risk appetite statement within Risk Management Policy to complement risk tolerance levels, to provide more definite basis over level of risk BA is prepared to accept and which risks require additional action/mitigation.  Assign target risk score to show risk level BA is aiming for. Report any risks sitting over tolerance/risk appetite and monitor until mitigated below tolerance levels.	Head of Governance	Risk appetite statement updated in Risk Management Policy. No further action.					

Ensure links to BA website pages in Annual Business Plans (ABP) are correct and update where necessary.	Head of Governance	Updated in this year's ABP
Procurement		
Review procurement strategy and Standing Orders Relating to Contracts to ensure both documents are up to date whilst reflecting current practices and revised job titles. In addition, the procurement strategy provides guidance on high risk/high value contracts and additional risks associated with such contracts.	Chief Financial Officer	By 31/08/20
Refresher training to be rolled out to all relevant staff.		
Review standard terms and conditions for contracts (goods and services) to provide template for all contracts over £5,000 in conjunction with the Authority's legal provider.	Chief Financial Officer	By 31/07/20
Communications and branding		
Continue updating of BA Communications Policy and guidance, and roll out of associated member and officer training.	Head of Comms	Work in progress (carried forward from 2019/20 action plan)
Governance		
Adopt revised constitutional documents following external review by Birketts LLP.	Chief Executive	Work delayed by COVID-19 crisis. Restart after Authority meetings are held in person.
Human Resources	-	
Continue preparation of report on equality assessment of employment policies and practices (Equalities Working Group)	Head of HR	By 31/3/21

## Appendix 1b Broads Authority Annual Governance Statement

Audit recommendations – progress against Action Plan 2019/20

Actions	Lead Officers	Target date	Progress
Governance			
Commission external team to assess effectiveness of Peer Review Action Plan a year after its implementation	Chief Executive	31/07/19	Completed. Reviewed by Trevor Holden (CEO Broadland District Council and South Norfolk Council) and Steve Blatch (CEO North Norfolk District Council)
Commission Birketts LLP to review BA's constitutional documents to make sure they are fit for purpose, represent best practice, are in line with up-to-date legislation and are simpler to understand.	Chief Executive	Report to BA in Nov 2019	Consultant delays – work in progress (c/f to 2020/21 action plan)
Legal services			
Review performance of current legal services contractor and consider future arrangements, including potentially tendering for the work	Chief Financial Officer	6-month review in Sept 2019	Completed. Exempt report to BA 31/01/20
Risk management	I		
Update Risk Management Policy to reflect governance arrangements and responsibilities for risk, including those assigned to Audit & Risk Committee (ARC). Following Authority approval, publish policy on BA intranet.	Management Team	29/11/19	Completed
Review Strategic Risk Register (SRR) to identify which risks are strategic and which are operational/service level. Score all strategic risks and state which strategic objective they relate to, with colour coding clarifying 'risk appetite'.	Management Team	01/11/19	Completed. Strategic Risk Register is now called 'Corporate Risk Register'

Actions	Lead Officers	Target date	Progress
Define scoring criteria for high/medium/low (H/M/L) risk in relation to severity/impact (for categories such as financial, reputation and service provision) and to likelihood.  Explain changes from previous SRR in reports to ARC.		12/11/19	Completed
Update Risk Management page on BA intranet, incorporating revised documents and how risks are managed. Identify training needs across Authority.	Head of Governance	29/11/19	Completed
Introduce standard risk implications section on committee report template.	Head of Governance	31/01/20	'Risk implications' on committee report templates and reported if required.
Make sure senior managers are aware that Business Continuity recovery timelines of up to 24 hours may not be achievable if such recovery has to be undertaken using tape backups stored at Dockyard. Formally document staff acceptance (or otherwise) to support this.	Head of IT & Collector of Tolls	31/07/19	All actions completed
Look at options to enhance Data Replication (DR) service so it covers priority services such as Finance and Tolls.			
Formally document all DR testing in test reports to relevant senior managers and use lessons learned to inform updating of DR plans.			
Update relevant project management processes to include work to understand DR requirements for new or changed infrastructure.			
Move server rack containing DR infrastructure from Dockyard to more appropriate location.			

Actions	Lead Officers	Target date	Progress	
Communications and branding				
Update Communications Team workplan to include completion of Broads National Park branding strategy and work in relation to audit recommendations including training, updating intranet communications page and issuing internal guidance on use of BA and Broads National Park logos.	Head of Comms	05/07/19	Completed	
Following approval of NPA branding guidelines, update Communications Policy to include roles/responsibilities for overseeing management of correct branding, and include in separate branding section of policy.	Head of Comms	31/10/19	Work in progress (c/f to 2020/21 action plan)	
Include information on role of Communications Team and on updated branding policy within BA induction checklist.				
Produce guidance for staff on criteria for applying either BA or Broads National Park logo (or both) including reference to partnership/project work and to Broads National Park brand standards and branding strategy.				
Revise and relaunch Communications page on BA intranet, to include strategy and associated documents, Communications Team details, and provision of staff and member training on branding.				
Human Resources				
Continue preparation of report on equality assessment of employment policies and practices (Equalities Working Group)	Head of HR	31/03/20	Work in progress (c/f to 2020/21)	
Complete Phase 2 of updating internal HR policies and procedures	Head of HR	31/03/20	Process ongoing; key policies and procedures updated.	

## Broads Authority Code of Corporate Governance 2020

The Code of Corporate Governance helps the Broads Authority, as a public body, to develop its governance framework based on good practice and external guidance, and to demonstrate compliance with the principles of good governance.

Good governance is about making sure we do the right things, in the right way and for the right people in a timely, inclusive, open, honest and accountable manner. It is the systems and processes, and the values and principles, which direct and control what we do and how we relate to our communities. A key focus for good governance within the public sector is to achieve sustainable results that benefit the economy, the environment and society.

Our Code of Corporate Governance is based on the core principles in the CIPFA/SOLACE Framework <u>Delivering Good Governance in Local Government</u>. We also have our own set of core values to underpin the behaviour of our Members and staff, who all share responsibility for good governance.

We review and update the Code every year through consultation with senior staff, the Head of Internal Audit and the Chair of the Audit and Risk Committee. Any significant areas of concern raised in the review are referred to our Management Team or to the appropriate committee for comment or decision.

The Chief Executive is delegated to make necessary changes to the Code as a result of the review to keep it up-to-date. Significant changes to the Code are reported to the Authority in July as part of the Annual Governance Statement, and any new or outstanding actions are included in the Statement's Action Plan for the following year. The Code is approved by the Authority and signed by the Chair and Chief Executive.


Date: May 2020 (Review date April 2021)

## Broads Authority Code of Corporate Governance: Schedule (May 2020)

This schedule represents what we do, or intend to with immediate effect, to demonstrate our compliance with the principles of good governance in local government. The core principles and sub-principles are taken from the CIPFA/ SOLACE Framework <u>Delivering Good Governance in Local Government</u> (2016). We will review our performance against the Code during 2020/21 and report the results to the Broads Authority in July 2020 as part of the Annual Governance Statement.

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Sub-principles	Our evidence to support this principle
Behaving with integrity	Annual Governance Statement and Action Plan
Behaving with integrity and	· Appointment of Independent Persons
leading a culture where acting in the public interest is visibly and	<ul> <li>Audit and Risk Committee oversight</li> </ul>
consistently demonstrated, thereby protecting the reputation of the organisation  Establishing and communicating	<ul> <li>Codes of Conduct for Employees (HR Policy 2),</li> <li>Members and Planning Committee Members</li> </ul>
	<ul> <li>Members Counter Fraud, Corruption and Bribery Strategy &amp; Response Plan</li> </ul>
specific standard operating principles or values for the	<ul> <li>Declaration of Gifts and Hospitality for Members and Officers</li> </ul>
organisation and its staff, building	· Disciplinary Procedures for Officers (HR Policy 11)
on the Seven Principles of Public Life (the Nolan Principles)  Leading by example, embedding the above principles in effective, up-to-date policies and processes and using them as a framework for decision making and other actions	<ul> <li>Financial Regulations, Contract Standing Orders and Procurement Strategy</li> </ul>
	· Internal and External Audit
	· Local Protocol on Member and Officer Relations
	Member and Officer induction and annual appraisals
	BA Core Values
	<ul> <li>Register of Interests for Members and declarations of interests made at meetings and recorded in minutes</li> </ul>
	Safeguarding Policy (HR Policy 22)
	Standing Orders Relating to Contracts
	<ul> <li>Standing Orders for the regulation of Authority proceedings</li> </ul>
	Terms of Reference of Committees
	· Whistleblowing Policy for Officers (HR Policy 15)

Demonstrating strong commitment to ethical values

Establishing, monitoring and maintaining the organisation's ethical standards and performance

Underpinning personal behaviour with ethical values that permeate all aspects of the organisation's culture and operation

Developing and maintaining robust policies and procedures that place emphasis on agreed ethical values

Making sure external providers of services on behalf of the organisation act with integrity and in compliance with ethical standards expected by the organisation

- Annual performance appraisal for Members and Officers
- BA Core Values
- Codes of Conduct for Employees (HR Policy 2), Members and Planning Committee Members
- Equality Policy (HR Policy 1)
- · Best Companies Index employee survey
- Procurement Strategy and procedures
- Recruitment & Selection Policy (HR Policy 16) and procedures
- Use of Independent Persons in complaints procedures
- Whistleblowing Policy for Officers (HR Policy 15)

#### Respecting the rule of law

Demonstrating a strong commitment to the rule of the law as well as adhering to relevant laws and regulations

Making sure statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements

Making the best use of the full powers available for the benefit of citizens, communities and other stakeholders

Dealing effectively with breaches of legal and regulatory provisions

Dealing effectively with corruption and misuse of power

- Codes of Conduct for Employees (HR Policy 2), for Members, and for Planning Committee Members and Officers
- Committee structure in place with Terms of Reference, including powers reserved to the BA
- Compliance with CIPFA's statement on the role of the Chief Finance Officer in Local Govt (CIPFA 2015)
- Counter Fraud, Corruption and Bribery Strategy and Response Plan
- Disciplinary Procedures for Officers (HR Policy 11)
- Financial Regulations, Contract Standing Orders and Procurement Strategy
- · Internal and external audit
- · Job descriptions and recruitment process for officers
- Member induction programme and development protocol
- Monitoring Officer appointed by BA
- · Provision of legal advice to Members and Officers
- Register of Member and Officer interests and related party interests
- Role descriptions for Members

•	Scheme of Powers Delegated to Officers
•	Statutory Officers appointed by the Authority
	Whistleblowing Policy for Officers (HR Policy 15)

Principle B: Ensuring openness and comprehensive stakeholder engagement

Sub-principles	Our evidence to support this principle
Ensuring openness	· Annual Governance Statement
Demonstrating, documenting and communicating the organisation's commitment to openness	· BA Core Values
	BA website (includes public information about Members and their roles, Officer roles, and how the
Making decisions that are open about actions, plans, resource use,	public can input to and influence BA decisions)
forecasts, outputs and outcomes.	Broads Engage stakeholder events and promotion
The presumption is for openness - if that is not the case, a	<ul> <li>Broads Local Plan - formal consultation stages (set out in Statement of Community Involvement)</li> </ul>
justification for the reasoning for	· Chairman's briefings
keeping a decision confidential is provided	Committee meetings held in public and audio recordings of meetings available to public on request
Providing clear reasoning and evidence for decisions, in both public records and explanations to stakeholders, being explicit about the criteria, rationale and	<ul> <li>Fair and transparent data processing through privacy notices</li> </ul>
	<ul> <li>Financial Regulations and Standing Orders Relating to Contracts</li> </ul>
considerations used. In due	· Financial statements
course, making sure the impact and outcomes of those decisions are clear	<ul> <li>Information published in respect of expenditure over £250</li> </ul>
	Member Allowance Scheme
Using formal and informal consultation and engagement to determine the most appropriate	<ul> <li>Public consultation processes for strategic plan reviews (e.g. Broads Plan, guiding strategies)</li> </ul>
and effective interventions or	Public question time at committee meetings
courses of action	<ul> <li>Publication of agendas and reports in line with Local Government Act1972 requirements</li> </ul>
	· Record of decisions in committee minutes
	Corporate Partnerships Register
	· Use of Transparency Regulations 2015
Comprehensive stakeholder engagement	- Annual Business Plan, Annual Report and visitor publications (e.g. Broadcaster), social media accounts
Engaging effectively with all stakeholders, making sure the	- Appointment process to Navigation Committee and Broads Local Access Forum

Broads Authority Annual Governance Statement 2020

purpose and aims for each stakeholder relationship are clear so outcomes are successful and sustainable

Developing formal and informal partnerships to encourage more efficient use of resources and more effective outcomes

Basing partnerships on trust, shared commitment to change, culture that promotes and accepts challenge among partners, and clear awareness of the added value of partnership working

Establishing a clear policy on the type of issues the organisation will meaningfully consult on or involve communities, individuals, service users and other stakeholders to make sure the service (or other) provision is contributing towards intended outcomes

Having effective communication methods and making sure members and officers are clear on their roles in community engagement

Encouraging, collecting and evaluating the views and experiences of stakeholders of different backgrounds, including reference to future needs

Implementing effective feedback mechanisms to show how stakeholder views have been considered

Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity

- Broads Briefing monthly newsletter from CEO
- Broads Engage stakeholder events (e.g. workshops, Parish Forums), feedback processes and promotion
- Broads Local Access Forum
- Broads Local Plan formal consultation stages (set out in Statement of Community Involvement)
- Broads Plan 6-monthly progress update report (and continual progress monitoring on e-system)
- Broadsheet (toll payer newsletter)
- KPI annual reporting as part of NPA monitoring process to Defra
- Learning resources on BA website, including Broads
   Curriculum materials for schools
- Navigation Committee
- Notices to Mariners
- Public questions time at committee meetings
- Regular meetings between Chairs and CEOs of BA and constituent local authorities
- Regular officer level liaison with partner organisations
- Visitor and user surveys

Taking account of the impact of decisions on future generations of tax payers and service users

Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits

Sub-principles	Our evidence to support this principle
Defining outcomes	Annual Business Plan
Having a clear vision statement of the organisation's purpose and	<ul> <li>BA guiding level strategies (e.g. Integrated Access, Sediment Management, Education, Biodiversity)</li> </ul>
intended outcomes, with	Broads Local Plan (spatial planning policy)
performance indicators, that provide the basis for its overall strategy, planning and other	<ul> <li>Broads Plan (key partnership strategy for the Broads, reviewed on 5-yearly cycle)</li> </ul>
decisions	<ul> <li>Norfolk &amp; Suffolk Broads Act 1998 (BA statutory purposes)</li> </ul>
Specifying the intended impact on/ changes for stakeholders in the	<ul> <li>Corporate and Directorate Risk Registers</li> </ul>
short and longer term	<ul> <li>Corporate Partnerships Register</li> </ul>
Delivering defined outcomes sustainably basis within available resources	oorporate rartherships hegister
Identifying and managing risks to achieving outcomes	
Managing service user expectations with regard to setting priorities and making the best use of available resources	
Considering social, economic and	Broads Local Plan
environmental benefits	Broads Plan and guiding level strategies
Considering and balancing the combined economic, social and	Equalities Working Group
environmental impact of policies and plans when taking decisions about service provision	<ul> <li>Norfolk &amp; Suffolk Broads Act 1998 (BA statutory purposes)</li> </ul>
	Project Development Group procedures
Taking a longer-term view in decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term	Public consultation for strategic plan reviews

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factors such as the political cycle or financial constraints

Determining the wider public interest associated with balancing conflicting interests in achieving the various economic, social and environmental benefits, through consultation where possible, to ensure appropriate trade-offs

Ensuring fair access to services

## Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes

Sub-principles	Our evidence to support this principle
Determining interventions	BA and partner/stakeholder working groups
Making sure decision makers	Budget setting process
receive objective and rigorous	Chairman's briefing sessions
analyses of various options showing how intended outcomes would be	· Chairs' Group
achieved and associated risks, to achieve best value.	<ul> <li>Financial Regulations and Standing Orders Relating to Contracts</li> </ul>
Considering stakeholder feedback	Member working groups
when making decisions about service improvements, or where services are no longer required, to prioritise competing demands and limited resources such as people, skills and land, and bearing in mind future impacts.	<ul> <li>Project boards for large partnership projects (e.g. CANAPE and Water, Mills &amp; Marshes)</li> </ul>
	<ul> <li>Public consultation responses informing strategic plan and policy reviews (e.g. Broads Plan, Broads Local Plan)</li> </ul>
Planning interventions	Annual budget processes approved by BA with
Establishing and implementing	consultation by Navigation Committee
robust planning and control cycles	Financial Monitor
that cover strategic and operational	· Financial Strategy
plans, priorities and targets	Key Performance Indicator (KPI) annual reporting as
Engaging with internal and external stakeholders in determining how	part of National Park Authority monitoring process to Defra
services and other courses of action should be planned and delivered	Performance reporting to Committees
	·
Considering and monitoring risks facing each partner when working	<ul> <li>Regular monitoring undertaken by budget holders and Management Team and reported to committee</li> </ul>

collaboratively, including shared risks

Having flexible and agile arrangements so mechanisms for delivering goods and services can adapt to changing circumstances

Establishing appropriate key performance indicators (KPIs) as part of the planning process to identify how the performance of services and projects is to be measured

Ensuring capacity exists to generate the information required to review service quality regularly

Preparing budgets in accordance with objectives, strategies and the medium-term financial plan

Informing medium- and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure, aimed at developing a sustainable funding strategy

- Review cycles for Broads Plan, guiding strategies (e.g. Integrated Access Strategy, Biodiversity & Water Strategy) and Broads Local Plan
- Risk management (see principle F)
- Corporate Risk Register review by Audit & Risk Committee

## Optimising achievement of outcomes

Ensuring the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints

Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term

Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues, or responses to changes in the external environment that may arise during the budgetary period, to achieve

- Annual setting of tolls in consultation with Navigation Committee and Member Working Group
- Asset Management Strategy
- Budget and 3-year Financial Strategy agreed by BA
- Budget reports, management procedures and training
- Budgets monitored by Audit & Risk Committee and BA
- Capital, Treasury and Investment Strategy
- Procurement Strategy and reference guide
- Standing Orders Relating to Contracts

outcomes while optimising resource use	
Ensuring 'social value' through service planning and commissioning	

Principle E: Developing the Authority's capacity, including the capacity of its leadership and the individuals within it

Sub-principles	Our evidence to support this principle	
Developing capacity	· Annual presentation to BA on major partnerships	
Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness Improving resource use through techniques such as benchmarking Recognising the benefits of partnerships and collaborative working where added value can be achieved	<ul> <li>Health and Safety policies and procedures</li> <li>ICT Corporate Group review of ICT performance</li> <li>Management Team decision in recruitment processes</li> <li>Member and Officer induction and appraisal programmes</li> <li>Strategic Risk Register review</li> <li>Whistleblowing Policy for Officers (HR Policy 15)</li> </ul>	
Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources		
Developing leadership capacity  Developing protocols to ensure elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship, and that a shared understanding of roles and objectives is maintained	<ul> <li>Chief Finance Officer compliance with CIPFA Statement on the Role of the Chief Finance Officer in Local Government</li> <li>Conditions of employment and HR policies</li> <li>Contract management in respect of externally provided services</li> <li>Data Protection Officer in place</li> </ul>	
Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body  Ensuring the Chair and Chief Executive Officer have clearly	<ul> <li>Financial Regulations and Standing Orders</li> <li>Member and Officer appraisal programmes, Member Development Protocol</li> <li>Member workshops on key issues</li> <li>Monitoring Officer appointed by BA</li> <li>Scheme of Powers Delegated to Officers</li> </ul>	

defined and distinctive leadership roles within a structure whereby the CEO leads in implementing strategy and managing the delivery of services and other outputs set by members, and each provides a check and a balance for each other's authority

Developing the capabilities of members and senior management to achieve effective leadership, and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks

Having structures in place to encourage public participation

Considering the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections

Holding staff to account through regular performance reviews that take account of training or development needs

Maintaining the health and wellbeing of the workforce and helping individuals to maintain their own physical and mental wellbeing

- Standing Orders for the Regulation of Authority Proceedings
- · Terms of Reference for Committees

## Principle F: Managing risks and performance through robust internal controls and strong public finance management

Sub-principles	Our evidence to support this principle
Managing risk	Business Continuity Plan and Disaster Recovery Plan
Recognising risk management is integral to all activities and must be considered in all aspects of decision making	<ul> <li>Counter Fraud, Corruption and Bribery Strategy and Response Plan</li> <li>Risk analysis in BA reports</li> <li>Risk Management Policy</li> </ul>
Implementing robust and	,
integrated risk management	

arrangements and making sure they work effectively

Allocating clear responsibilities for managing individual risks

Corporate Risk Register (reviewed every 6 months and reported to Audit and Risk Committee)

#### Managing performance

Effectively monitor service delivery including planning, specification, execution and independent post implementation review

Making decisions based on relevant, clear objective analysis and advice, pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook

Ensuring an effective scrutiny or oversight function is in place that provides constructive challenge and debate on policies and objectives before, during and after decisions are made. This will help enhance the performance of the organisation and any other organisation (or committee system) for which it is responsible

Effectively and constructively challenging and policies and objectives to support balanced and effective decision making

Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement

Ensuring consistency between specification stages (such as budgets) and post implementation reporting (such as financial statements)

- · Audit and Risk Committee
- Capital, Treasury and Investment Policy
- · Chairs' Group
- · Financial Monitor
- Financial Regulations and procedures
- Management Team and Section Head reviews of Directorate work plans and budgets
- Procurement Strategy
- Regular finance reports to BA, Audit & Risk Committee and Navigation Committee
- Risk and financial implications in reports to BA
- Standing Orders Relating to Contracts
- Statement of Accounts follows budget headings
- Terms of Reference for Committees

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#### **Developing robust internal control**

Aligning the risk management strategy and policies on internal control with achieving objectives

Regularly evaluating and monitoring risk management and internal control

Having effective counter fraud and anti-corruption arrangements in place

Making sure that additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor

Having an audit committee or equivalent group/function, independent of the executive and accountable to the governing body

- Annual Governance Statement and Action Plan
- Annual Internal Audit plans include key control and corporate governance
- Annual Report and Opinion provided by Head of Internal Audit with ref to governance, risk management and internal control arrangements
- Codes of Conduct for Employees (HR Policy 2), for Members, and for Planning Committee Members Standing Orders Relating to Contracts
- Procurement Strategy
- Counter Fraud, Corruption and Bribery Strategy and Response Plan
- Disciplinary Procedures for Officers (HR Policy 11)
- Effective internal audit function resourced and maintained
- Financial Regulations, Contract Standing Orders and Procurement Strategy
- · Audit and Risk Committee
- Best Companies Index employee survey
- Internal and external annual audit processes
- · Local Protocol on Member and Officer Relations
- Publication of reports and meeting minutes showing declarations of interest made
- Risk Owners (e.g. reporting to Corporate Risk Register)
- · Scheme of Delegation of Powers to Officers
- Standing Orders Relating to Contracts
- Training for Members
- Treasury and Investment Strategy

#### Managing data

Having effective arrangements in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data

Having effective arrangements in place and operating when sharing data with other bodies

- Annual Governance Statement
- Data and Information Retention Policy
- Data Asset Register, privacy notices and Protection policy
- Data Protection Officer (qualified Data Practitioner), data protection training to Members and Officers
- Encryption of portable devices
- IT security arrangements

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Regularly reviewing and auditing the quality and accuracy of data used in decision making and performance monitoring	<ul> <li>Review of contracts to ensure data security provisions are incorporated</li> <li>Statement of Accounts narrative report</li> </ul>
Having strong public financial management  Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance  Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	<ul> <li>3-year Financial Strategy</li> <li>Annual budget and budget management procedures</li> <li>Annual Business Plan</li> <li>Annual Statement of Accounts</li> <li>Asset Management Strategy</li> <li>Chief Finance Officer compliance with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government</li> <li>Earmarked reserves for long-term replacement of assets</li> <li>External Audit reports</li> <li>Financial Regulations and procedures</li> <li>Financial statements</li> <li>Reports to BA include financial and risk considerations</li> <li>Treasury and Investment Strategy</li> </ul>

Principle G: Implement good practice in transparency, reporting and audit to deliver effective accountability

Sub-principles	Our evidence to support this principle			
Implementing good practice in transparency  Writing and communicating reports for public and other stakeholders in fair, balanced and understandable style, appropriate to the intended audience and easy to access and interrogate	<ul> <li>Annual Governance Statement and Action Plan</li> <li>Information published in respect of expenditure over £250</li> <li>Monthly data published on BA website in line with Local Government Transparency Code</li> <li>Record of delegated decisions</li> <li>Scheme of Delegation of Powers to Officers</li> </ul>			
Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny, while not being too onerous to provide or for users to understand				

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# Implementing good practice in reporting

Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way

Ensuring members and senior management own the results reported

Ensuring robust arrangements for assessing the extent to which principles in this Framework have been applied, and publishing the results on this assessment, including action plan for improvement and evidence to demonstrate good governance (AGS)

Apply Framework to jointly managed or shared service organisations as appropriate

Ensure performance information that accompanies the financial statements on a consistent and timely basis and the statements allow for comparison with other, similar organisations

- Annual Governance Statement and Action Plan
- Broads Plan 6-monthly progress reports
- S17 officer reporting requirements
- · Statements of Accounts narrative report
- Strategic Direction reports (BA annual strategic priorities)

# Developing assurance and effective accountability

Acting upon recommendations for corrective action made by external audit

Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements, and acting upon recommendations

Welcoming peer challenge, reviews and inspections from

- Annual Governance Statement and Action Plan
- Attendance of internal and external auditors at Audit and Risk Committee (ARC)
- Audit actions formally logged, followed up and reported to ARC
- Follow up of internal audit recommendations by Chief Finance Officer and periodically reported to ARC
- Head of Internal Audit compliance with CIPFA
   Statement on the Role of the Head of Internal Audit
- Internal audit function delivered by contract and meets PSIAS requirements
- Best Companies Index employee survey

regulatory bodies and implementing recommendations

Gaining assurance on risks associated with delivering services through third parties and evidencing this in the AGS

When working in partnership, make sure arrangements for accountability are clear and the need for wider public accountability is recognised and met.

- Peer Review (2017) and Action Plan (reviewed 2019/20)
- · Corporate and Directorate Risk Registers



# **Broads Authority**

20 November 2020 Agenda item number 12

## Strategic Direction update (Nov 2020)

Report by Head of Governance

#### **Purpose**

This report sets out the latest progress in implementing the Broads Authority's annual strategic priorities.

#### Recommended decision

To note the report.

#### 1. Introduction

- 1.1. Each year the Broads Authority identifies a small set of strategic priorities supporting the delivery of aspirations in the Broads Plan, focusing on Authority-led projects that have high resource needs or a high impact on the Broads, or that are politically sensitive. Setting these priorities helps us target resources and make the most of partnership working and external funding opportunities. The latest strategic priorities update is in Table 1, showing progress since July 2020.
- 1.2. Regular progress updates against all actions in the Broads Plan are posted on our website at <a href="https://www.broads-authority.gov.uk/about-us/how-we-work/strategy">https://www.broads-authority.gov.uk/about-us/how-we-work/strategy</a>.

**Table 1**Strategic priorities 2020/21 – update Nov 2020

Theme, aims and milestones	Progress	Lead officer
Water, Mills and Marshes Landscape Partnership Scheme Implement partnership projects to agreed schedules. Milestones:  • Monitor and report progress (Sep/Mar)	Status: On track  Quarterly returns submitted on time and paid by NLHF. All projects progressing well to adjusted plans. Programme spending audit completed and submitted to NLHF.  City College students' participation in mill restoration works resumed after Covid-19 lockdown, with students first returning to complete Six Mile House Mill.	WMM Programme Manager

Theme, aims and milestones	Progress	Lead officer
Submit quarterly claims to     National Lottery Heritage     Fund (Apr/Jul/Oct/Jan)	New WMM website launched and content added on regular basis.  Legacy plan progressing, now including	
<ul> <li>Launch new project website</li> <li>Secure extension for windmill restoration project</li> <li>Issue draft legacy plan</li> </ul>	works with Environment Agency, Wildlife Trust, BugLife and other partners.  New KS3 geography curriculum released. In-school engagement resumed briefly before C-19 lockdown, now replaced temporarily by virtual in-school visits. Completed project 1B: Life on Marsh, one of oral histories of the Broads projects.	
	New book Water, Mills, Marshes: Life and Work on the Broads 1920-2020 now available online and at local book sellers.  Premiered new Community Fund Grant sponsored film about Burgh Castle Almanac project. Archaeology project volunteers continue to meet and collaborate virtually on range of projects. WMM participated in Norfolk Heritage Open days with new YouTube video guided walk around Halvergate Marshes and podcast along Angles Way.	
CANAPE (Creating A New Approach to Peatland Ecosystems)  Implement work packages 3 and 4 to agreed schedules.	Status: On track  Second virtual meeting of project partnership held 7 and 8 Oct. Agreed to extend project by 12 months to Dec 2022 to catch up on Covid-19 imposed delays.	CANAPE Project Manager
<ul> <li>Milestones:</li> <li>Monitor and report progress of project activities (Oct and Apr)</li> <li>Submit claims to INTERREG</li> </ul>	Planning underway for Horsey Estate paludiculture trial site to demonstrate wetland farming on 3 ha of currently drained peatland adjacent to Waxham Cut.	
<ul><li>Programme (Oct and Apr)</li><li>Complete Phase 3 of 3 at Chara Bay, Hickling Broad</li></ul>	Third campaign of work underway in Upper Thurne to dredge sediment to complete Chara Bay peninsula. Work to	

Theme, aims and milestones	Progress	Lead officer
<ul> <li>(Mar) and sediment infill of restored reedbed</li> <li>Continue support for charcoal marketing, and local businesses to trial charcoal burner.</li> <li>Investigate potential future projects, making use of CANAPE learning</li> </ul>	start with dredging of Waxham Cut and navigation around Horsey Mere.  QMUL peat depth survey of the Broads completed, and to be used as basis to discuss offsetting projects in the Broads.	
Broadland Futures Initiative (Developing integrated flood risk management) Implement joint programme of work with Environment Agency and other partners. Milestones:  Continue production of thematic reports (to March 2021)  Carry out online engagement activities (Autumn 2020)  Scope decision making system involving elected members (by end 2020)	Status: On track  Different deliverables at various stages of completion:  • 6 reports complete (origins of plan area, sources and nature of flood risk, approaches to flood risk management, strategic plans relating to plan area, hydraulic model review, and influence of flood risk management)  • 5 reports more than 50% drafted (coastal processes, partnership funding challenge, natural capital assessment, impact of climate change)  Fourth BFI project newsletter published Sept 2020, including info on 2021 virtual engagement events and on setting up Elected Members Forum to receive advice and recommendations and agree on choice of future flood risk management approaches. Forum will comprise one appointed member representative from each Local Authority within BFI area with an interest in flood and coastal risk management. Nomination requests to go to LAs by end of year (see BA request on separate item on today's agenda).	Director of Strategic Services

Theme, aims and milestones	Progress	Lead officer
Marketing, promotion and media relations  (a) Implement Broads National Park branding activities and market results of Discover England Fund project.  Milestones:  Road signs and train station platform signs projects — complete phases one and two  Complete branding audit, review and brand narrative work  Install displays at Norwich Forum, Lowestoft train station and Suffolk Wildlife Trust TIC  Host Australian travel trade visit to Broads to promote 'Experiences' activities  Launch and run 'Broads Ranger experience'  Complete local Broads Experience collection work  (b) Oversee work of UK NP Communications Team  Milestones:  Relaunch website  Launch newsletter  Carry out one-year review (August 2020)	Status: On track  New UK National Parks website launched.  12-month review of UK team completed.  Broads National Park display installed and launched at Lowestoft train station. Other stations being investigated for further signage including platform signs at Norwich station. Norwich Forum and Suffolk Wildlife Trust installations delayed by Covid-19 – now expected spring 2021.  Plans in place to open Broads National Park TIC at Ranworth in 2021.  Remaining road signs from campaign phase one awaiting installation. Phase two to progress in 2021 subject to C-19 restrictions.  Funding secured from Visit England for 6-month extension of ENPEC project to March 2021. This will focus on catering for domestic market and complement local work through Norfolk County Council-led EXPERIENCE project.	Head of Comms
Environment Land Management Scheme (ELMS)	Status: On track Grazing costs prepared for verification with 10-15 farmers and land managers.	Environment Policy Adviser

lowland grazing options within report v ELMS. Group. (	surveys analysed. Test and Trial written for approval by Steering Outputs include Broads Tier re, grazing payments budget and	
ivillestones:	ration Plan.	
<ul> <li>Manage project and report progress of project activities to Steering Group and Defra (Apr - Oct)</li> <li>Complete online survey, farmer one to ones, grazing marsh payments and report to Steering Group and Defra (July - Sept)</li> <li>Complete claim (Oct)</li> <li>Investigate potential for Broads Pilot with Land Managers Board</li> <li>Submit and investigate with Defra further Test and Trial for investigating fen payments (June – Sept)</li> <li>Formalis with Defrancial provision governation investm</li> <li>2 grants ELM addincludin engage manage</li> </ul>		

Theme, aims and milestones	Progress	Lead officer
Climate Change Action Plan  Reduce carbon footprint of Broads Authority and Broads Executive Area ('Broads Area').	Status: On track  Agreement reached with Smallworld  Consulting to carry out baseline survey of the Broads.	Carbon Reduction Project Manager
Milestones:  • Carry out baseline assessment of GHG emissions from consumption in Broads Executive Area	Grant application being prepared for Public Sector Decarbonisation Scheme for funding towards adding solar power to BA Dockyard and other energy saving measures. Electricity for Yare House placed on Green Tariff.	
<ul> <li>Track progress in Broads         Authority reducing its         own GHG emissions     </li> </ul>	JCB confirmed their vehicles are capable of using hydrotreated vegetable oil (HVO), a type of 100% biofuel that has less issues	
<ul> <li>Introduce Green Electricity         Tariff for Yare House (BA head office)     </li> </ul>	than traditional biofuel. BA aims to test this winter.	
<ul> <li>Investigate possibilities for greater use of biofuel in dredging equipment</li> </ul>		
Begin public consultation     with Broads' communities on     climate mitigation measures		

Author: Maria Conti

Date of report: 20 November 2020



# **Broads Authority**

20 November 2020 Agenda item number 13

## Corporate Partnerships Register (Nov 2020)

Report by Head of Governance

#### **Purpose**

The Broads Authority maintains a register of its key partnerships with external organisations, which is reviewed regularly by the Management Team. The latest Corporate Partnerships Register (Appendix 1) was endorsed by the Audit and Risk Committee on 17 November.

#### Recommended decision

To note the updated Corporate Partnerships Register (Nov 2020).

### About our corporate partnerships

- 1.1. The Broads Authority works in partnership with a wide range of organisations to meet its statutory purposes and deliver the <u>strategic objectives</u> for the Broads.
- 1.2. These partnerships add value to the Authority's work by helping us to:
  - coordinate and increase project delivery, access new resources, achieve economies of scale and reduce waste and duplication;
  - tackle complex, cross-sector and Broads-wide issues and share risks;
  - build understanding and relationships between different organisations and sectors, and with our stakeholders and local communities;
  - develop new ideas and ways of working; and
  - hold greater influence together than as individual partners.
- 1.3. A 'partnership' refers to an arrangement involving the Authority and one or more external organisations, from any sector, who share responsibility for agreeing and implementing actions to meet common goals. Within each partnership, partners agree a formal structure or identifiable working process, contribute to objectives, share any risk in proportion to the benefits each receives, and share information.
- 1.4. In this context, a partnership does not include a traditional contractual arrangement where the delivery of a service or project has been awarded to a contractor (with or without a competitive tendering process), or to groups of elected members or officers from local authorities and others who come together to discuss strategy or

policy. It also excludes ongoing day-to-day contact with statutory agencies whose responsibilities impact on or link closely to our work, such as Natural England or the Environment Agency. That said, there are occasions when the relationship with such bodies may constitute a partnership arrangement.

### 2. Partnerships protocol

- 2.1. The Authority will only enter into a formal partnership arrangement if it is able to invest the staff time, assets, knowledge and funding to play a full and constructive role. Before entering into a new arrangement, it will make sure that:
  - the partnership's aims and objectives are clear, and it can be shown how they contribute to the Authority's statutory purposes and objectives;
  - there are clear terms of reference setting out how the partnership proposes to achieve its objectives;
  - the financial responsibilities of the respective parties are clearly established;
  - the partnership represents value for money, and the Authority could not achieve the same outcome more cost effectively;
  - there is a clear exit strategy should the partnership fail to meet its objectives;
  - there is a nominated responsible officer for the Authority; and
  - the need for member involvement in any Partnership Board is considered.
- 2.2. Management Team approval, and full Authority approval in some cases, will be obtained before entering into a new partnership agreement.

### 3. Corporate Partnerships Register

- 3.1. The Corporate Partnerships Register details each partnership including name and purpose, partners and responsible Authority officer, perceived benefits to the Authority, duration, financial arrangements and actions. Associated risks and mitigation measures are noted in our Corporate Risk Register or operational level Directorate Risk Registers.
- 3.2. The Authority's Management Team reviews the Partnerships Register on a regular basis, and may also commission an evaluation of the internal management and governance arrangements in place for any partnership.
- 3.3. Having reviewed the Register in October 2020, the Management Team considers that all partnerships are meeting their original aims and objectives, that internal management and governance arrangements are adequate and appropriate, and that the partnerships continue to represent value for money.

- 3.4. Changes since the last review include the addition of partnerships for the Ant Broads and Marshes SSSI Restoration Project, the Broadland Futures Initiative, and the Broads Test & Trial of the Environmental Land Management (ELM) scheme.
- 3.5. The updated Corporate Partnerships Register is at Appendix 1 to this report.

Author: Maria Conti

Date of report: 6 November 2020

Appendix 1 – BA Corporate Partnerships Register (Nov 2020)



### Corporate Partnerships Register (November 2020)

This Register shows the Broads Authority's corporate partnership arrangements with external organisations. Within each partnership, partners agree a formal structure or identifiable working process, contribute jointly to meeting objectives, share any risk in proportion to the benefits each receives, and share information and good practice. Any risks to the Authority associated with these partnerships are noted in its Corporate or Directorate Risk Registers.

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
ANT BROADS AND MARSHES SSSI RESTORATION PROJECT  Purpose: To monitor and model water and restore fen to enhance habitat quality across Sutton Fen (RSPB), Catfield Fen (Butterfly Conservation), the How Hill National Nature Reserve (Broads Authority) and Barton Broad National Nature Reserve (NWT).  Partners: BA, RSPB, Butterfly Conservation, Norfolk Wildlife Trust  BA lead officer: Environment Policy Advisor	This work is critical to prevent the loss of more than 5,000 fen orchid plants and the continued loss of fen habitat that supports most of the UK conservation priority species associated with this habitat, including fen orchid and swallowtail butterfly.	To March 2021	Grant of £300k from European Agricultural Fund for Rural Development – Water Environment Grant and Biffa funding.  BA to receive £50,749.55 grant. BA cash financial contribution is zero.	Submit claims in accordance with agreed schedule.
ASSOCIATION OF INLAND NAVIGATION AUTHORITIES (AINA)  Purpose: Represents the collective views of navigation authorities to Government, regulators, other policy makers, funders and	Gives a collective voice greater than the sum of its constituent members; e.g. it gives access to senior DEFRA officials and	Ongoing	BA contribution £3,400 in 2019/20	None

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
stakeholders. Provides information, advice and good practice for managing, operating and developing inland waterways for navigation and wider use.	a chance to influence policy and regulations.			
Partners: 18 partners including the Canal & Rivers Trust, Environment Agency, BA and National Park Authorities, local government authorities, private canal companies, internal drainage boards, public and charitable trusts.				
BA lead officer: Director of Operations				
BROADLAND CATCHMENT PARTNERSHIP	Supports catchment-wide	Ongoing	BA contribution	None
<b>Purpose</b> : Steers a catchment approach to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.	project planning and delivery. Partner activities can be co-ordinated to achieve greater impact with collective ability to		approximately £33,260 p.a. in officer time	
Partners: Broads Authority, Norfolk Rivers Trust, Environment Agency, Natural England, Water Management Alliance, Anglian Water, Essex & Suffolk Water, NFU, RSPB, Country Land & Business Association, Norfolk Farming & Wildlife Advisory Group	meet catchment water management challenges.			
<b>BA lead officer</b> : Broadland Catchment Partnership Officer				

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
Purpose: To develop the future management of flood risk in the Broads area.  Partners: Broads Authority, Environment Agency, Natural England, NFU, RSPB, Norfolk County Council, Suffolk County Council, Water Management Alliance, Coastal Partnership East BA lead officer: Director of Strategic Services	Partner activities can be co-ordinated to achieve greater impact with collective ability to meet flood risk management challenges.	Ongoing	Small financial contribution each year to facilitate meetings. Officer time (chairing meeting, comms support, review of technical reports)	Virtual exhibition early 2021
BROADS BEAT  Purpose: Dedicated Police presence for the Broads alongside BA patrols to ensure safety and security on the Broads.  Partners: Norfolk Constabulary (lead partner), Broads Authority, Environment Agency  BA lead officer: Head of Ranger Services	Operational benefits to BA Rangers through practical day-to-day liaison with local Police.	Ongoing	Primarily financed by Norfolk Constabulary. Additional funding discretionary for all other sponsors. BA contribution £2,500 p.a. (2019/20) plus officer time to assist Broads Beat patrols.	None
Purpose: To steer biodiversity delivery to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.  Partners: Broads Authority, Norfolk Rivers Trust, Environment Agency, Natural England, Water	Supports nature recovery project planning and delivery. Partner activities can be co-ordinated to achieve greater impact with collective ability to meet nature recovery challenges. Joint owning and updating of the	Ongoing	Small financial contribution each year to facilitate meetings. Officer time (chairing meeting, updating Strategy and Action Plan)	Complete annual review of Action Plan Partnership meetings every 3-4 months

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
Management Alliance, Anglian Water, Essex & Suffolk Water, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Coast AONB, Norfolk Wildlife Trust, Suffolk Wildlife Trust, Butterfly Conservation, Dragonfly Society, Norfolk Flora Group  BA lead officer: Enviroment Policy Adviser	Broads Biodiversity and Water Strategy and Action Plan.			
Purpose: To deliver the Water, Mills and Marshes Landscape Partnership Scheme.  Partners: Broads Authority, Broads Society, Broads Tourism, City College Norwich, Easton and Otley College, Farm Conservation Limited, Great Yarmouth Preservation Trust, New Anglia LEP, Natural England, Norfolk County Council, Norfolk Windmills Trust, RSPB, Voluntary Norfolk, WLMA, Workers' Educational Association  BA lead officer: Director of Operations	In return for a proportionately small BA contribution, the area as a whole receives significant funding to make a real impact. The multi-partner, multi-project programme benefits local communities and the area's local natural, cultural and social heritage.	To 31 December 2022	Total budget of £2.6m funded by National Heritage Lottery Fund, with additional income of £525k to be funded by third parties.  BA contribution is £200k from 2015/16-2018/19. Contribution in officer time planned to 2022.	None
BROADS TEST AND TRIAL OF ENVIRONMENTAL LAND MANAGEMENT (ELM) SCHEME  Purpose: To gain feedback from farmers and land managers on elements to build into the ELM scheme Brexit agriculture support system,	Influencing and informing development of ELM scheme. Interaction with 300+ Broads farmers. Developing local priorities to inform Broads scheme	Originally to Oct 2020, extended to March 2021.	BA to receive £44,505 grant; with additional extension of £12,000, BA cash financial contribution is zero.	Complete extension of contract and submit outputs in accordance

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
which is based around paying for achieving public goods (storing water, carbon and biodiversity)  Partners: Steering Group of 9 land management organisations and 6 farmers and reed and sedge cutters including Broads Authority, Natural England, Water Management Alliance, NFU, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Wildlife Trust, Suffolk Wildlife Trust  BA lead officer: Environment Policy Adviser	approach, collaboration and governance. Outputs include Broads Tier Structure, locally derived payment rates to sustain public benefits over Broads landscape, defining local collaboration topics and creating mechanisms and priorities for local delivery board.			with contract with Defra.  Steering group meetings every 2-3 months.
Purpose: To develop and promote a high quality and environmentally-friendly tourism industry in the Broads, fulfilling the BA's second statutory purpose and the duty to foster the economic and social well-being of those who live and work in the Broads.  Partners: Broads Authority, local tourism businesses and promoters  BA lead officer: Head of Communications	Supports coordinated approach to working with tourism businesses and promoters to encourage and manage common messages and sustainable tourism in the Broads.	Ongoing	BA provides in-kind administrative support to Broads Tourism board, as well as occasionally producing publications and attending shows or other promotional events.	None
CANAPE	Project falls within overarching purpose of	To March 2023 (extension	BA to receive c.€729,508 EU grant	Submit project modification to

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
Purpose: Creating a new approach to peatland ecosystems (EU Interreg North Sea Region project).  Partners: BA (lead partner), VHL University of Applied Sciences (NL), Waterschap Hunze En Aas (NL), Naturstyrelsen (DK), Natuurpunt Beheer VZW (BE), Landkries Diepholz (DE)  BA lead officer: Director of Strategic Services	creating a sustainable North Sea Region, protecting against climate change and preserving the environment. Funding makes significant difference to BA's ability to sustain the natural environment, ecosystems and landscape in the Hickling Broad area.	agreed by partnership, still to be formally endorsed as part of project modification)	benefit from project budget of €1.459m. In 2020/21 project funded from existing CANAPE reserve with no additional contribution. Officer time and equipment provided as required match funding.	the North Sea Programme. Hold steering group meeting twice a year.
Purpose: EU Interreg project to develop and promote 'experiential tourism' to extend the visitor season and attract new visitors.  Partners: Norfolk County Council (lead partner), 14 partners in France and the UK (Norfolk, Kent, Cornwall, Pas-de-Calais, Compiègne, Brittany)  BA lead officer: Head of Communications	Develops English National Park Experience Collection projects locally, supported by local accommodation providers. Immersive experiences tell the story of our unique landscapes, the people who live there and their history and culture.	Bid successful in July 2019, cooperation agreement with NCC signed in September 2020. Project to run to Mar 2023.	Overall value is €23.3m. BA budget is £254k over life of project, with £167k from EU.	Hold quarterly steering group meetings.  Launch of innovation incubator scheme due by end 2020.

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
Purpose: Association of the authorities that look after the 10 National Parks in England.  Partners: The 9 National Park Authorities in England and the Broads Authority  BA lead officer: Chief Executive. BA Chair sits on NPE Chairs' Group. BA Chief Executive sits on NPE Chief Executive's Group.	Provides a collective voice for English National Parks to coordinate interaction with the Government, develop policy positions and work with other agencies. Raises the national and international profile of the National Parks family.	Ongoing	BA contribution is £21,300 in 2020/21	None
Purpose: Limited Liability Partnership (LLP) set up to pursue engagement of the UK National Parks family with the corporate sector.  Partners: The 14 National Park Authorities and the Broads Authority.  BA lead officer: Chief Executive	Brings in additional funding, corporate support and a raised profile to the Broads as a member of the National Parks family.	Ongoing	BA contribution is £10,000 in 2020/21	None
NATIONAL PARKS UK Communication Team  Purpose: National promotion and branding of all 15 UK National Parks  Partners: The UK National Park Authorites, National Park Partnerships and the Broads Authority	Raises the profile of National Parks with the public through a jointly funded Communications Team, based with the Broads Authority.	Until 2022/23	Funding from 15 UK National Parks and from National Parks Partnerships.  BA contribution in 2020/21 is £ 5,920. This replaces the NPUK subscription. BA	Keep Chairs and Chief Executives informed of progress.

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
BA lead officer: Head of Communications			employs two members of staff.	
RIVER WENSUM STRATEGY PARTNERSHIP  Purpose: To promote the regeneration and management of the River Wensum in Norwich  Partners: Norwich City Council, Norfolk County Council, Environment Agency, Norwich HEART, Norwich Society, BA  BA lead officer: Director of Strategic Services	Coordinated management of River Wensum. Opens up opportunities for funding and supports partnership working on cross-party issues such as access, mooring, antisocial behaviour and	Strategy adopted by BA in July 2018. Action plan to end 2022. Delivery board attended by Waterways and Recreation	Project delivery underway and further funding needed for future activity. Anticipated that significant part of any project cost will be raised from external	Deliver action plan by 2022.
BA lead officer: Director of Strategic Services	abandoned vessels.	Officer.	funding applications or CIL.	
UK NATIONAL PARKS CHARITY FOUNDATION  Purpose: To provide a vehicle for charitable giving by the corporate sector.  Partners: UK's National Park Authorities, though not all have yet committed to membership  BA lead officer: Chief Executive	National charity established in response to experience of National Park Partnerships in engaging with the corporate sector, which showed that some companies would like to contribute to National Parks but can only do so to a registered charity.	The Charities Commission has approved the new charity. The next step is to set up a bank account.	No assets as yet.	None
WATER RESOURCES EAST  Purpose: To safeguard a sustainable supply of water for the East of England, resilient to future	WRE's mission is "To work in partnership to safeguard a sustainable supply of water for the	BA agreed to join WRE board in Sept 2019, with review after one	BA contribution is £15,000 for one year.	BA to review participation in WRE (Nov 2020).

Broads Authority, 20 November 2020

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
challenges and enabling the area's communities, environment and economy to reach their full potential.  Partners: Anglian Water, Essex & Suffolk Water, Cambridge Water Company, Severn Trent Water, Affinity Water, County Councils, NFU. Other organisations may join in.  BA lead officer: Director of Strategic Services	East of England, resilient to future challenges and enabling the area's communities, environment and economy to reach their full potential." It is a Company Limited by Guarantee pioneering a collaborative approach to water resources planning.	year to decide future involvement.		
TRINITIES PARTNERSHIP  Purpose: To safeguard and enhance the Trinity Broads for wildlife and people through the delivery of improved water quality, biodiversity and public access. It is an informally constituted partnership.  Partners: Essex & Suffolk Water (lead), BA, Environment Agency, Natural England, Norfolk Wildlife Trust  BA lead officer: Environment Policy Adviser	Supports comprehensive and coordinated approach to managing specific area of the Broads in accordance with 5-year Trinity Broads Management Plan.	Ongoing	Primarily financed by Essex & Suffolk Water with additional funding discretionary for all other partners, including BA.	Hold quarterly Board and technical meetings.
<b>TROWSE RAIL BRIDGE WORKING GROUP Purpose</b> : To promote the need for investment and improvements to this low level rail bridge spanning the River Wensum. Future investment	Enables the Broads Authority to promote the navigational needs within the City boundary, whilst enabling input into	Ongoing to make sure navigation and National Park interests are	No financial contribution	Raise profile of rail bridge limitations to protect navigation and

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
need to consider navigational requirements, rail transport needs and the development of East Norwich.  Partners: Norfolk County Council, Norwich City Council, Local Enterprise Council, Network Rail and Greater Anglia (Abelio)  BA lead officer: Director of Operations	strategic thinking regarding future developments needs for the east of Norwich, as well as the other swing bridges within the broads.	brought to wider group.		assist in wider development of Norwich.

## Recently ended partnerships

Name, purpose, partners and BA lead officer	Benefits of partnership to BA	Duration of partnership	Financial arrangements	Actions for partnership
WHITLINGHAM COUNTRY PARK (ended March 2020)  Purpose: To secure the effective management of	Whitlingham Country Park is a gateway to the Broads and helps raise the profile of the Broads with the	Ended March 2020	Dilapidation cost under negotiation.	No longer relevant.
Whitlingham Country Park including the development of policies and provision of visitor services on site.	public, particularly people living in Norwich.			
Partners: Whitlingham Charitable Trust (WCT), BA				
BA lead officer: Director of Operations. Nov 2020 update: BA CEO continues as member of WCT but BA no longer has four members on Board of Trustees.				
NATIONAL PARKS UK	Provides vehicle for	Ongoing	None	Wind up
Purpose: To deliver training and development and coordinate National Parks branding and corporate sponsorship.	collaboration with UK National Park Authorities. Company replaced with more distributed			company.
Partners: UK National Park Authorities (9 in England, 3 in Wales and 2 in Scotland) and BA.	arrangements, as for communications.			
BA lead officer: Chief Executive				

Register updated: November 2020 Next update: November 2021

Contact officer: Head of Governance



## **Broads Authority**

20 November 2020 Agenda item number 14

## Recruitment of Independent Person

Report by Head of Governance

#### **Purpose**

A recruitment process is underway to appoint an Independent Person for the Broads Authority. The process includes appointing an Authority member to the interview panel.

#### Recommended decision

To appoint a member to join the Authority's Chairman and Vice-Chairman on the interview panel for the appointment of an Independent Person.

#### 1. Introduction

- 1.1. The Localism Act 2011 places a duty on the Broads Authority to promote and maintain high standards of conduct for appointed and co-opted members. This includes the requirement to have a Code of Conduct, with which its members must comply. The Act also requires the Authority to have arrangements in place for dealing with complaints of breaches of the Code of Conduct. This must include provision for the appointment of at least one Independent Person.
- 1.2. The Authority has two Independent Persons: Mr Simon Smith and Mrs Christine Lee were appointed for a 4-year term from July 2016 until the Annual Meeting in July 2020. As the Annual Meeting was deferred, this term was extended pending a recruitment process. Mr Smith wishes to stand down, leaving a vacancy. Mrs Lee is willing to serve a second term, if approved by the Authority.
- 1.3. The appointment of Independent Persons is delegated to a panel comprising the Chairman, Vice Chairman and one other member of the Authority, in consultation with the Monitoring Officer. Members are asked to appoint a member to the panel.
- 1.4. Interviews will be held in early January 2021 (an update will be provided at the meeting). The Chairman will bring the panel's recommendations to the Authority meeting in January 2021.

Author: Maria Conti

Date of report: 06 November 2020