

Broads Authority

Agenda 13 May 2022

10.00am

Ambassadors Lounge, Norwich City Football Club, Carrow Road,
Norwich, NR1 1JE

John Packman, Chief Executive – Friday, 06 May 2022

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

Introduction

1. To receive apologies for absence
2. Chairman's announcements
3. **Appointment of two co-opted members from the Navigation Committee to the Broads Authority** (Page 3)
Report by Senior Governance Officer
4. Introduction of members and declarations of interest
5. To note whether any items have been proposed as matters of urgent business
6. Public question time – to note whether any questions have been raised by members of the public
7. **To receive and confirm the minutes of the Broads Authority meeting held on 18 March 2022** (Pages 4-16)
8. **Summary of actions and outstanding issues following decisions at previous meetings – to note the schedule** (Pages 17-20)

Strategy and policy

9. **Financial Performance and Direction** (Pages 21-40)
Report by Director of Finance
10. **Broads Plan 2022-27– approval of consultation draft** (Pages 41-93)
Report by Strategy & Projects Officer

11. **Health & Safety improvements to Hire Boat Licensing Conditions** (Pages 94-146)
Report by Director of Operations

Governance

12. **Amendment to Scheme of Delegation – to include enforcement matters** (Pages 147-148)
Report by Senior Governance Officer
13. **Standing Orders relating to contracts - annual report on requests to waive in 2021/22 and list of approved contractors** (Pages 149-154)
Report by Director of Finance
14. **Summary of formal complaints for 2021/22** (Pages 155-160)
Report by Senior Governance Officer

Reports for information

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

Minutes to be received

16. To receive the minutes of the following meetings:
[Navigation Committee – 13 January 2022](#)
[Planning Committee – 4 March 2022](#)
[Planning Committee – 1 April 2022](#)
17. Other items of business
Items of business which the chairman decides should be considered as a matter of urgency pursuant to section 100B (4)(b) of the Local Government Act 1972
18. To answer any formal questions of which due notice has been given
19. To note the date of the next meeting/workshop – **Friday 29 July 2022** at 10.00am

Broads Authority

13 May 2022

Agenda item number 3

Appointment of two co-opted members from the Navigation Committee to the Broads Authority

Report by Senior Governance Officer

Purpose

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

Recommended decision

In line with the recommendation of the Navigation Committee, to appoint Nicky Talbot and Simon Sparrow to the Broads Authority for one year until 12 May 2023.

1. Introduction

- 1.1. As set out in Section 1 of the Broads Act, the membership of the Broads Authority includes “two members appointed by the Authority from those members of its Navigation Committee (established under section 9 of this Act) who are not already members of the Authority.”
- 1.2. At its meeting on 20 March 2015, the Authority agreed that the term of appointment of the two co-opted members of the Navigation Committee to the Broads Authority should be on an annual basis. The current appointments expire on 13 May 2022.
- 1.3. In accordance with Schedule 4 section 4(3), “The (Navigation) Committee shall elect a chairman from among those of its members who are members of the Authority and may, if it thinks fit, appoint one of its members to be vice-chairman.”
- 1.4. At its meeting on 14 April 2022, the Navigation Committee appointed Nicky Talbot as Chair of the Navigation Committee and Simon Sparrow as Vice Chair. The Navigation Committee also recommended that Nicky Talbot and Simon Sparrow be appointed as the two co-opted members to the Broads Authority for one year, until 12 May 2023.

Author: Sara Utting

Date of report: 15 April 2022

Broads Authority

Minutes of the meeting held on 18 March 2022

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Present

Bill Dickson – in the Chair, Harry Blathwayt, Stephen Bolt, Matthew Bradbury, Andrée Gee, Gail Harris, Paul Hayden, Tristram Hilborn, Tim Jickells, James Knight, Leslie Mogford, Greg Munford, Simon Roberts, Michael Scott, Matthew Shardlow, Simon Sparrow, Vic Thomson and Fran Whymark

In attendance

John Packman – Chief Executive, Chris Bing – Monitoring Officer, Emma Krelle – Director of Finance, Laura Middleton – Communications Officer (Media & PR), Rob Rogers – Director of Operations, Marie-Pierre Tighe – Director of Strategic Services and Sara Utting – Senior Governance Officer.

1. Welcome and apologies

The Chair welcomed everyone to the meeting.

Openness of Local Government Bodies Regulations 2014

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

Apologies were received from Nigel Brennan, Nicky Talbot and Melanie Vigo di Gallidoro.

2. Chairman's announcements

Item 9 – Safety on the Broads

The Chair advised that the part of the report which related to British Marine's Quality Accredited Boatyard Scheme had been withdrawn as it needed further consideration and therefore would be presented to a future meeting. Accordingly, recommendation (ii) would not be taken at this meeting.

Mike Evans

The Chair advised members of the sad loss of Mike Evans who had passed away on 25 February, aged 85. Mike had been a Broads Authority member from 1988 to 1995, as well as a representative on the Broads Forum and the Water Recreation Liaison Panel. He was passionate about the Broads, as a keen and competent yachtsman and had an avid interest in wildlife and conservation. As an experienced sailor, and involved in running a number of Olympic sailing events, Mike had been presented with the Royal Yachting Association's National Award in 2015 by HRH The Princess Royal. Mike also held the position of President of the Norfolk and Suffolk Boating Association for a number of years. He had known Mike briefly,

in his capacity as a shareholder and Director of Cox's Boatyard at Barton Turf. He concluded that Mike would be deeply missed.

Related Party Transactions

The Chair reminded members that, if they had not already done so, they would receive an email from Finance asking them to complete their annual related party declarations. The deadline for their return was 7 April 2022 and these declarations formed an important part of the Statement of Accounts. Any queries should be directed to the Director of Finance.

Opening of the outdoor exhibition at The Forum

The Chair reminded members of the launch of the Authority's outdoor exhibition following this meeting, to which all members were invited. He paid tribute to Rob Leigh, the Head of Communications, for his contribution and dedication to this project.

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.

The Monitoring Officer advised the meeting that he had granted a dispensation for the three members who had declared a Disclosable Pecuniary Interest in item 9, to enable them to speak but not vote. This was in recognition of the fact that their contribution to the debate could provide a perspective that may not otherwise be available to the Board.

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 28 January 2022 were approved as a correct record and signed by the Chair.

7. Summary of actions and outstanding issues

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

Wherryman's Way footpath on River Chet – no update had been received from Norfolk County Council on the CIL funding.

Responding to the climate change emergency – the draft report from Smallworld Consulting Ltd in terms of the Broads' carbon footprint had been received and a report would be presented to the Board in due course.

Farming in Protected Landscapes (FiPL) – of the three applications reviewed at the last Broads Land Management meeting, two had been approved and one needed further discussion with the applicant.

The report was noted.

8. Landscape Review – response to Government consultation

The Chief Executive (CE) introduced the report, which provided a draft response for members' consideration to the Government consultation associated with the Landscapes Review. This had been prepared following the feedback from the Authority's member workshop held on 24 February 2022, and he thanked members for their attendance.

Members commented that they had found the workshop very useful and it had prompted some very good discussions, and these were accurately reflected in the report. The following comments and observations were made at the meeting (grouped into categories for ease of reference).

Purposes incl. adoption of Sandford Principle

A small number of members supported the adoption of the Sandford Principle whilst others felt that it had not been an issue of contention for the Broads Authority.

The CE responded that there were differing views on the Sandford Principle, often strongly held and not always as well understood as they might be. He considered that a precautionary principle, as adopted by the Broads Authority, was potentially more important; with the Broads being a special area, you would not want to permit an activity which damaged the underlying natural resource. Sandford was about relative importance between purposes but the Broads Authority tried to resolve those issues so that all the purposes benefitted. The work at Hickling which was now drawing to a close was a classic example, where two and possibly three purposes had been at odds with each other but the CANAPE project had resulted in improved bio-diversity, navigation and people's enjoyment of the area.

A member commented that the Authority managed its three duties well already and agreed that the Sandford Principle was not widely understood and actually was such a "red flag" to the navigation community, he did not see any real benefit in revisiting, as there had never been any real conflict between navigation and conservation.

In response, the CE advised that he had an interesting discussion with an NGO and the Broads was in a different position to other National Park Authorities. Whilst there was concern regarding bio-diversity, this related to the upland National Parks – such as the shooting of Hen Harriers and it was felt there that bio-diversity did not get the recognition that it needed. The Broads was managed differently and bio-diversity encouraged and therefore, the Sandford Principle could be considered unnecessary. A member commented that it might be worth

mentioning in the response the debate which the Authority had had on the Sandford Principle.

A member referred again to the misconceptions and the perceived conflict with bio-diversity, quoting from the 1995 Act and the term “cultural heritage” which he considered to include elements of boating. This was countered by another member, referring to the statutory definition for navigation, which was separate to the cultural aspects etc. hence the third purpose of navigation.

It was suggested that the size and diversity of the current Board almost prevented a threat to navigation being driven through and this could be justification for retaining a bigger Board. Also, the term Sandford Principle and the potential different interpretations by the various communities of its intent could be the actual challenge; this could be resolved by the Authority agreeing a further purpose with the same outcome, of balancing the boating with the environment interests. The CE referred to the High Court case for the use of the term Broads National Park and the comments made by the Judge – there was no priority between the Authority’s three purposes. It was for the Board and executive officers to work out where the priorities lay and it should be made clear that the purposes were not equal. He added that the workshop had highlighted something which was not anticipated; a suggestion that the Authority’s purposes should be looked at afresh, with a more fundamental review and redrafting, and not just tweaked. For example, why limit to three purposes. If that was members’ viewpoint, that would be an interesting point to put back to Defra, as none of the NPAs had taken that view. It should not be about counter-balancing the purposes; they were linked, eg biodiversity and enjoyment of the land.

Governance

There was a general appetite for smaller boards, across all the membership, and possibly merit-based appointments, but it was considered prudent to await governance guidance before continuing further.

The Chief Executive referred to paragraph 3.14 of the report which sought support in principle for a smaller board but further advice from the Government should be awaited before considering further. He advised that other National Parks had had similar debates on this issue. In four national park authorities where there had been changes to the local government structure, by the introduction of unitary authorities, there were likely to be reductions in the size of the boards. However, this was not something which was imminent for Norfolk and Suffolk. It seemed to be some members’ view that 21 was quite a large number for an organisation of the Authority’s size.

A member responded that paragraph 3.13 of the report did not reflect the response to question 21 (Yes) regarding board size and this should be amended to reflect that a smaller board was supported by some, but not all, members. He considered that as the Authority was also the statutory Navigation Authority, this justified a larger board size and referred to when the board was previously 35 members before being reduced to its current 21 a few years ago.

The CE responded that the narrative in the report reflected the differing views between members on a number of issues but the formal response put forward the majority view and it would not be possible to include all the different individual views. It was expected that the Government would address the issue of board numbers and, given the timescale period for the consultation of three months, it was likely to be the same timescale for firming up of the Government's views. He added that some changes would require changes to statute.

The comment was made by a member that he considered a board of more than 12, regardless of its purpose, made it almost impossible to manage when things got challenging and referred to the greater use of advisory panels, although he noticed this had not been supported at the workshop. He felt that the use of task and finish groups should be considered, using individuals and representatives of organisations, to discuss in detail particularly challenging issues such as climate change etc. He considered that the Authority already engaged in this type of process and this should be reflected in the formal response.

In terms of the appointment of Chair, a member agreed that this should not be made by the Secretary of State but he also felt that there should be more Secretary of State involvement and guidance in the process, looking at upcoming issues to help shape the expertise and chairing skills of any new Chair in the future. The response to this question should be underpinned with more narrative and not just "no". However, most members were against any government interference in the appointment of the Chair, considering this should be based on the best person for the role.

Regarding advisory panels, the CE responded that thought should be given to using a partnership Board to implement the Broads Plan which would bring partners together to deliver the Plan. This had been tried previously but not that successfully, mainly due to the lack of coterminous boundaries between all the organisations. This was an area of weakness which could be looked at, to find ways of engaging with the county councils, the Environment Agency, Natural England, RSPB, Wildlife Trusts etc to deliver the Broads Plan objectives. It was suggested that parish councils should be added to the list of organisations for partnership working.

Finance / Audit

A member commented that the Authority's grant had been cut in real terms and it was worth highlighting that it was not possible to carry out existing functions with less money, let alone take on new ones.

It was suggested that the wording for amending the audit arrangements should be changed from "should" to "must", to reflect the Authority's situation.

Managing visitor pressures

A member commented that powers under Fixed Penalty Notices were very difficult to enforce and could be expensive, as well as potentially damaging to the reputation of the Authority if cases ended up in Court. This view was supported by others members, who felt that the relationship between the Authority and the public would be changed negatively, plus the Authority had a duty of care to its staff. The CE clarified that the response was to ensure that

if a Bill were to be introduced which granted powers, the Broads Authority would be included in the list of organisations with permissive powers, and he reassured the meeting that the Authority would only exercise those powers in extreme circumstances but it needed to have the powers available to it. He acknowledged this could fundamentally change the Rangers' role and relationship with the public.

AONBs

Support was expressed by a member for consulting AONBs on all planning applications and not limit to those where there was "significant impact" on the special qualities of the area, as they considered the number involved to be very low. The Director of Strategic Services responded that the draft response to this section had been shared with the AONBs in Norfolk and Suffolk, and they had requested this wording to question 20 taking into consideration their resources and capacity to respond to consultations. The member stated that as the numbers were so low, there was no reason not to consult them on all applications, to which the CE commented that the numbers may be higher for some of the AONBs, such as in the Cotswolds and Chilterns.

General

A member referred to the levelling up White Paper and the options and benefits this could bring, including additional cash. He gave an example whereby, if the Chair were to be appointed nationally, this might bring with it additional powers or cash. He felt this was something the Authority should not discount immediately, but consider for the future, particularly in view of the decreasing grant award.

In response to comments on whether the Authority should restrict its response to a high level only or include detailed narrative, the CE informed members that approx. 800 responses had been received to the last consultation, including all NGOs, NPs and others. He would make use of his direct contact with civil servants to further the Authority's response with a more detailed narrative.

The Chair concluded by acknowledging the value in holding the workshop and thanked members for their frank views at this meeting. He also reminded members that they could respond to the consultation, as individuals in their own right. He summarised the debate as members being broadly content with the draft response and the CE would build up the narrative to reflect the nuances expressed at the meeting.

Stephen Bolt proposed, seconded by Harry Blathwayt, and

It was resolved unanimously to agree the response to the Government's consultation associated with the Landscapes Review.

9. Safety on the Broads

Members received a report on proposed amendments to the Authority's Hire Boat Licensing Conditions, to adopt fully the new Code for Design, Construction and Operation of Hire Boats (Hire Boat Code of Practice) wef 1 April 2022 and also providing an update on the impact of the additional safety measures implemented in 2021.

The Hire Boat Code of Practice was regarded as the minimum standard hire operators were expected to reach and the Code detailed the roles and responsibilities for hire operators, the hirer and the Licensing Authority (ie the Broads Authority).

The Chief Executive (CE) advised the meeting that this was a national code, developed by British Marine, which represented the industry, and the Association of Inland Navigation Authorities, of which the Authority was an active member. It had been a long time in the making and he drew members' attention to the reference by the Marine Accident Investigation Branch in response to the death at Great Yarmouth and a specific change recommended by the Chief Inspector to this Hire Boat Code. This was a generic code which applied across the inland waterways and so it was important to adopt all of its conditions. He reported that he had been in contact with the Senior Inspector conducting the investigation and it was understood a report was due to be published soon and members would receive a copy as soon as it was available.

In response to questions on new operators, and the situation when a hire boat operator changed hands, the CE confirmed that the code would apply, if they were hire operators. If an existing business was taken over, the Authority would ensure the new business, with an existing operation, went through the necessary checks. The Director of Operations (DoO) added that unpowered craft, such as paddleboards and kayaks, were not covered by the Code but came under other powers.

Comments were made regarding private boats, which outnumbered hire boats, and whether owners were made aware of safety issues. The CE responded that Broadsheet was provided to every toll payer and this consistently highlighted safety matters. He added that the Canals and Rivers Trust (CART) and the Environment Agency (EA) had contacted the Broads Authority, to use the videos in order to produce their own on-line safety programme, which was a tribute to both the Broads Authority and Richardsons.

A member congratulated the Authority on the videos but referred to the fact that only 60% of those surveyed had watched them and questioned what more could be done to promote take-up. The DoO advised that the videos were being reviewed this year and an additional two being produced. In terms of private boaters, this fell within the duties of the Rangers. A number of safety events were held and there was regular dialogue between toll-payers and Rangers. He had seen evidence of hire boat operators actively promoting the videos, such as sending hirers the links in advance etc. The Communications Officer added that safety had been the subject of press and media campaigns, with the videos receiving local coverage from BBC Look East. It was intended to run the campaign seasonally, at the peak of the tourist season.

A member commended the local industry for tackling safety but he felt that training people at the handover stage was not the best time, when they were probably tired from travelling and pre-occupied with other things plus there was the added pressure of having to learn in a very short period of time. Whilst there were not many accidents, particularly in the private sector, he felt that it would be almost impossible to prevent completely, due to inexperienced users and the changing tides etc.

One of the hire boat operators informed the meeting that his company did not allow hirers to leave without first watching the videos and signing to say they had done so. Based on his trials, people were more informed having watched the safety videos in comparison to the previous text-based information. This was echoed by another member, who stated that his company informed hirers of the practical aspects in advance of arrival (eg how to use the appliances etc) and focussed on the safety aspects when they handed over the boat. His experience was that video was a much more impactful medium, particularly as opposed to reading lots of information, and could be watched numerous times. He concluded that the industry had made good steps to educate and prepare people before they arrived.

In response to a question on why the Broads Authority came under more criticism than other National Parks, when it came to safety incidents, the CE advised that this was because the Broads Authority was a Port Authority and therefore, the Port Marine Safety Code applied (covering the whole of the Broads), which required the Authority to manage the risks, in association with users and the industry. This placed a burden and responsibility on the Authority, as well as hire boat operators.

Matt Shardlow proposed, seconded by Matthew Bradbury, and

It was resolved unanimously (by those permitted to vote) to approve the amended wording contained within the Authority's Hire Boat Licensing Conditions in appendices 2 and 3 of the report, such that the Code for the Design, Construction and Operation of Hire Boats is incorporated in full.

10. Financial Performance and direction

The Director of Finance introduced the report, which provided a strategic overview of current key financial issues and items for decision. She provided the following updates at the meeting:

- Confirmation had been received of the grant award for next year (flat cash), as budgeted for. This was disappointing, particularly as local authorities had received additional funding to cover the cost of the social care National Insurance contributions. However, Defra had advised this was not being applied to National Park Authorities and the Broads Authority.
- The underspend in the IT budget for infrastructure refresh could not be put towards the replacement tolls system as IT costs had to be split between National Park and navigation budgets.
- The results of the CIPFA emergency consultation had been received the previous evening, which advised that IFRS16 should be delayed for a further two years subject to approval by the Financial Reporting Advisory Board during the first week of April.

The Chair commented that, in real terms, flat cash actually meant less money due to the effects of increased inflation, additional National Insurance costs etc. Therefore, the Authority was, in reality, doing more with less cash every year.

Stephen Bolt proposed, seconded by Gail Harris, and

It was resolved unanimously to:

- i) note the progress of the National Park Grant agreement for 2022/23;**
- ii) note the income and expenditure figures;**
- iii) agree transferring an underspend at the year-end in the Launch and IT budgets to the earmarked reserved; and**
- iv) adopt the Capital, Treasury and Investment Strategy.**

11. Strategic direction: draft Annual Business Plan 2022/23 and strategic priorities update

Members received a report on the Broads Authority's draft Annual Business Plan for 2022/23 and the final update on this year's set of strategic priorities.

A comment was made that evidence of doing more could be seen with the Peatland Discovery Grant project, despite the decreasing finances. The Chair added that partnership working was key. Some strategic priorities, because of their size and complexity, had to roll over different years.

A member referred to SD9 (Land Registry changes and accurate records) showing as limited progress and questioned if the lack of progress related to every district council. The Director of Strategic Services advised that the Land Registry had undertaken a national pilot project with Norwich City Council which was complete, but there had been delays for the other district councils. These were not due to the district councils: it was a national scheme and the next steps had not been progressed by the Land Registry following the pilot.

Andrée Gee proposed, seconded by Matthew Bradbury, and

It was resolved unanimously to adopt the Annual Business Plan 2022/23, strategic priorities for 2022/23 and note the 2021/22 strategic priorities update.

12. Risk Management Policy

Members received the revised Risk Management Policy.

Fran Whymark proposed, seconded by Paul Hayden, and

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

13. Filby, Rollesby and Winterton-on-Sea Neighbourhood Plans

Members received the report, which proposed adoption of the Filby, Rollesby and Winterton-on-Sea Neighbourhood Plans.

Andrée Gee proposed, seconded by Stephen Bolt, and

It was resolved unanimously to make/adopt the Filby, Rollesby and Winterton-on-Sea Neighbourhood Plans.

14. Committee calendar 2022/23

Members received the proposed committee calendar covering the period August 2022 to July 2023.

James Knight proposed, seconded by Greg Munford, and

It was resolved unanimously to approve the committee calendar for 2022/23 in appendix 1 of the report, subject to consultation with the Navigation Committee.

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

There were no matters to report under this item.

16. Minutes to be received

Members received the minutes of the following meetings:

Audit and Risk Committee – 21 September 2021

Broads Local Access Forum – 1 December 2021

Planning Committee – 7 January 2022

Planning Committee – 4 February 2022

17. Other items of business

None.

18. Formal questions

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

19. Date of next meeting

The next meeting of the Authority would be held on Friday 13 May 2022 at 10.00am.

The meeting ended at 11.48am.

Signed by

Chairman

Appendix 1 – Declaration of interests: Broads Authority, 18 March 2022

Member	Agenda/minute	Nature of interest
Greg Munford, James Knight and Simon Sparrow	9	Hire boat operators. Disclosable pecuniary interest.

Broads Authority

13 May 2022

Agenda item number 8

Summary of actions and outstanding issues following decisions at previous meetings

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

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			ongoing with Norfolk County Council.	<p>BA operations team to dredge Chet for 3 months from Oct 2020 and dispose of material on sections of footpaths mentioned. They will return 6 months later to rebuild paths with new material. Similar work to continue in 2021 to restore rest of footpaths at eastern end of Hardley Flood.</p> <p>May 2020: Project now part of a much larger programme of works in partnership with Norfolk County Council and CIL application; to include new circular routes, bank stabilisation, signs and infrastructure, and access for all resurfacing works. Programme improvements across entire Wherryman's Way beginning 2021.</p> <p>Oct 2020: Funding application submitted Aug, been through first round approval and decision to be made in Dec.</p> <p>Dec 2020: Application unsuccessful. Reframing bid with Norfolk CC colleagues to submit in a future funding round.</p> <p>Apr 2021: BA to dredge River Chet and place sediment onto footpath winter 2021/2022. Arrangement made with Norfolk CC to return up to 18 months later to reshape footpath once sediment has dried.</p> <p>Jun 2021: BA partnering up with NCC for CIL application to carry out additional works here and at Surlingham and Bramerton.</p> <p>July 2021: The CIL bid has been submitted (end of July 2021) with responses for successful bids expected in Nov 2021. Dredging in the River Chet is programmed for October 21 with material being deposited onto the footway to help build up the path. The CIL money (if successful) will be used to restore bridges and stabilise the banks at weak points.</p> <p>March 2022: A meeting at Norfolk County Council in March 2022 will decide which Community Infrastructure Levy funded projects are successful and the Broads Authority have two bids in the offing, Bramerton and Surlingham dedicated footpaths. If successful delivery will be progressed in 2022/23.</p> <p>April 2022: The final decision making meeting to allocate CIL project money is scheduled for May 16 by Norfolk County Council. The Broads Authority have arranged a pre-meeting with NCC Recreation & Project Officer (week commencing 1 May) to discuss action to date. Dredged material from the River Chet has been deposited and is drying on the Wherryman's Way which will be re-shaped once its dry enough to use.</p>	
Responding to Climate Change Emergency	27/09/2019	John Packman	<p>To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to:</p> <p>Recognise climate emergency</p> <p>Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040.</p>	<p>Sept 2019: Principles agreed - first in series of items dealing with climate change.</p> <p>22 Nov 2019: Presentation to BA from Asher Minns, Director of Tyndall Centre at UEA and update by CANAPE Project Manager/Carbon Reduction Projects Manager.</p> <p>10 Jan 2020: Planning Committee report on planning policy response to climate change mitigation and adaptation.</p> <p>May 2020: Progress report to BA prepared on Climate Change Action Plan for Broads Authority and Broads Area. Deferred to BA meeting in July due to COVID-19 situation.</p> <p>July 2020: Report on agenda on Climate Change Action Plan - agreed to set target of 1.5 degree compliant emissions curve for Broads executive area, in line with Tyndall Centre recommendations, and use as basis for public engagement and working with partners.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			<p>Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system.</p> <p>Work with constituent local authorities to reduce emissions from domestic, travel and other sources in the Broads across the two counties.</p> <p>Work with farmers, land managers, NFU and Defra to influence land management practices, to maintain and build organic matter and carbon in soil, improve biodiversity and store water to protect against flooding and drought.</p> <p>Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism; and</p> <p>Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.</p>	<p>Sept 2020: National Parks England received data from BEIS on emissions from National Parks and the Broads. Work underway to better understand these figures, in particular around boating emissions listed as several times higher than previous estimates.</p> <p>Yare House electricity supply switched to Green Tariff. -BA investigating capacity of its equipment to use higher percentages of biofuel. These measures will achieve targeted savings for this year.</p> <p>With South Downs NPA, BA working with Smallworld Consulting Ltd to deliver Consumption Baseline for Broads Area by March 2021. From data provided by this and BEIS data, BA will establish savings needed in each year to achieve carbon neutrality.</p> <p>12 Mar 2021: Facilitated presentation on climate change to the Norfolk Public Sector Leaders Board.</p> <p>August 2021: Trial of HVO Biofuel with the CME team has been successful. This can provide a low-carbon fuel source for our heavy equipment before electric/alternative fuelled equipment becomes available, and make a substantial reduction in the BA Carbon Footprint.</p> <p>Ongoing work with Smallworld Consulting Ltd to calculate a consumption based Climate Footprint for the Broads Executive Area, in line with the National Parks Family. This will inform our high level targets for Climate Mitigation.</p> <p>We have carried out a survey of boat owners in the Broads to get a better understanding of usage habits and fuel consumption, and to gather views on green boating.</p> <p>We have successfully received funding to carry out a partnership project (led by Ren Energy Ltd) to deliver a feasibility study into an electrified broads network.</p> <p>19 November 2021: Agreed, in principle, to support the National Parks' involvement as a hub in the "Count Us In" Protect What You Love Count Us In (count-us-in.org) initiative and work with partners and others to promote the development of "Broads specific" actions, linked to the 16 "Count Us In" themes, to residents and visitors to help tackle climate change and biodiversity loss in the Broads in order to develop behaviour change messaging.</p> <p>27 April 2022: Expecting to receive final report on greenhouse gas emissions by Small World Consulting Ltd (academics based at Lancaster University) very soon. Agreed to hold a member workshop on the topic in June.</p>	
'Broads Peat' - A Nature for Climate Peatland Grant Scheme project	23/07/2021	Andrea Kelly	<p>Broads Peat - 15 month partnership project 100% funded by the Nature for Climate Peatland Grant Scheme. Preparing 13 of sites to develop peat building conditions (via baseline surveys, permissions etc), and exploring private finance to support the restoration with Revere.</p>	<p>July 2021: Members agreed to submit an application, at the Broads Authority meeting on 23 July 2021, with the Authority as the lead partner.</p> <p>Aug 2021: Bid submitted, for around £800k project across 13 sites, with 7 partner organisations and 9 private landowners. Natural England report that they will announce successful projects in mid-November 2021.</p> <p>Oct 2021: Responses to 12 clarification questions submitted. Initial preparation on recruitment and procurement.</p> <p>Dec 2021: Awarded £800k grant on 24 Nov. Internal Board meeting weekly. Held partnership meeting on 26 Nov, including adoption of ToR, PA, Procurement and Schedule. First round of recruitment for PM unsuccessful. Re-advertising into January. Secondment for PO being advertised into January. Stage one</p>	31/03/2023

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			Broads Peat started in November and will close in March 2023.	<p>small contracts let. Tender for seven work packages developed to advertise in early January. Framework Contracts being assessed. Paper for Jan 22 BA Committee prepared. Press release in EDP. £800,000 grant for project to restore peatland in the Broads Eastern Daily Press (edp24.co.uk). Webpage drafted. Agreement with Palladium and landowners being drafted.</p> <p>Jan 2022: An update on Broads Peat and Framework Procurement was provided to members at the 28 Jan 2022 BA meeting. Peat depth and land level assessments underway. Developed farmer engagement programme to discuss private finance and land management.</p> <p>February 2022: Recruitment for two posts progressing, and start of the standstill period for activities consulted by tender. Linking with two other Discovery Grant projects in the East.</p> <p>March 2022: Secondments from Birketts and the Suffolk Wildlife Trust agreed and staff started work.</p> <p>April 2022: All contracts underway with consortia of 17 contractors. Entered SCAPE Framework to access Jacobs, working closely with WMA. Third Partnership meeting held. Workshop on Carbon Finance held with landowners. Working towards influencing the fen peatland code.</p>	
Farming in Protected Landscapes (FiPL)	23/07/2021	Marie-Pierre Tighe	To deliver the Farming in Protected Landscapes (FiPL) programme.	<p>24 August 2021: First meeting of the Local Assessment Panel (called the Broads and Norfolk Coast Land Management Board), in collaboration with Norfolk Coast AONB. Ten applications were approved: five from the Broads (about 62% of the allocation), and 5 from the AONB (about 69% of the allocation).</p> <p>22 October 2021: Another two Local Assessment Panels (on 30 September and 8 November) to approve additional projects (12 approved, over 90% fund allocated). Some work on-going to reallocate some of the administrative and advice project towards the project pot. The website will publish the summary of the successful projects. Farming in Protected Landscapes (broads-authority.gov.uk) The catchment and farming officer joined the Authority on 21 October.</p> <p>17 December 2021: Additional Local Assessment Panel (on 14 December) with 3 new applications approved (two in the Broads and one in the AONB). These projects will be for Year 2 (start from April 2022). The Board thanked the team for the team's support since FiPL was announced this summer. Two farmer Board members presented successful FiPL projects at a national workshop of ~600 people. FiPL evaluation completed by members of the PL Team.</p> <p>February 2022: The Board agreed at their January meeting the changes for Year 2 submissions, with a maximum grant of £50k. Preparation of communications about the success of Year 1 projects.</p> <p>10 March 2022: Next meeting of the Land Management Board will consider three further applications for funding.</p> <p>21 April 2022: Year 1 funding spend by the end of March 2022 with available information on the summary of Year 1 projects Broads Farming in Protected Landscapes Programme - Year one summary (broads-authority.gov.uk). Good progress on the allocation of funds for Year 2 and Year 3.</p>	

Date of report: 27 April 2022

Broads Authority

13 May 2022

Agenda item number 9

Financial Performance and Direction

Report by Director of Finance

Purpose

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

Recommended decision

- i. That the income and expenditure figures and the draft year end position be noted.
 - ii. That the recommended carry forward request in 8.2 be approved and added to the 2022/23 budget as additional expenditure.
-

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1. Introduction

- 1.1. This report covers two items, the Consolidated Income and Expenditure from 1 April 2021 – 31 March 2022 and the recommended carry forward request.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 March 2022

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(6,924,478)	(7,128,297)	+ 203,819
Operations	4,484,480	4,098,603	+ 385,877
Strategic Services	1,525,721	1,516,178	+ 9,543
Finance & Support Services	1,594,064	1,612,271	- 18,207
Projects, Corporate Items and Contributions from Earmarked Reserves	(256,555)	18,593	-275,148
Net (Surplus) / Deficit	423,232	117,348	+ 305,884

- 2.1. Core navigation income is above the profiled budget at the end of month twelve. The overall position as at 31 March 2022 is a favourable variance of £305,884 difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £203,819 within income:
 - Hire craft tolls is £66,763 above the budget.
 - Private craft tolls is £130,865 above the budget.
 - Short visit and other toll income are £8,169 above the budget.
 - Interest income is £1,978 behind the budget.
- An underspend within Operations relating to:
 - Construction and Maintenance Salaries is £17,286 behind the budget due to 2% pay rise that was budgeted and only 1.75% being agreed. There have also been some vacancies within the team.

- Equipment, Vehicle and Vessels is £108,752 behind the budget due to the availability of purchasing new equipment and vehicle replacements. With order times being so long this has been deferred to 2022/23.
- Land Management is £10,241 behind the budget due to the uncertain nature in receipt of income from the Rural Payments Agency (RPA).
- Practical Maintenance is £91,142 behind the budget due to costs exceeding the available budget for Commissioners Cut and Dilham Mooring. This has resulted in a carry forward request being submitted.
- Ranger Services is £134,712 behind the budget due to the launch replacement being deferred until 2022/23. Also the 2% pay rise that was budgeted and only 1.75% being agreed. There have also been some vacancies within the team.
- Safety is £11,207 behind the budget due to the availability of electric vehicle replacements. This is in part where there is a shortage of electronic chips for new vehicles. The scheduled vehicles have instead been replaced with lease vehicles. This has been offset by the increase in the Hire Boat Licencing officer increased hours.
- Premises is £20,477 behind the budget due to reprioritising reserve expenditure plans which has meant some works have been deferred to 2022/23. This is so that solar panels for the Dockyard can be investigated.
- Head Office is £13,654 above the budget due to the increased facility management costs.
- An underspend within Strategic Services relating to:
 - Strategy and Projects (including salaries) is £61,334 behind the budget due to the initial vacancy within the Catchment partnership and the unbudgeted income and expenditure from the Nature for Climate Peatland Discovery grant.
 - Human Resources is £48,794 above the budget due to staff cover.
 - Volunteers is £11,894 behind the budget due to savings in volunteer training, room hire and advertising.
 - Visitor Centres and Yacht Station is £14,288 above the budget due to reduced income as an impact of COVID-19.
- An overspend within Finance and Support Services relating to:
 - Legal is £17,487 above the budget due to higher than anticipated legal fees.
 - Governance is £20,847 behind the budget due to vacancies and timing differences.

- Asset Management is £13,053 behind the budget due to delays in contracting works for How Hill Boatshed (this has been transferred to 2022/23), additional income which has been offset through the purchase of Berney Mill 2 moorings.
- Collection of tolls is £86,503 above the budget due to transferring £88,000 to the earmarked reserve to fund the new tolls system, as previously agreed by committee.
- ICT is £40,622 behind the budget due to vacancies and office expenditure being less than budgeted.
- An adverse variance within reserves relating to:
 - Premises reserve is under the budget due to the delays in the Dockyard expenditure which has been deferred to 2022/23.
 - Property reserve is over the budget due to Mutford Lock 3D survey coming in cheaper than expected, this has been partly offset by the purchase of Berney Mill moorings 2.
 - Plant, Vessels and Equipment reserve is under the budget due to the delays in equipment and vehicle replacements.
 - Planning delivery grant reserve is under the budget due to the Nature and Biodiversity Planning Support Grant for Biodiversity Net Gain received in March.
 - Section 106 reserve is over the budget due to the unpredictable nature of when section 106 monies will require payment.
 - UK Communications reserve is over the budget due to timing differences National Park recharges and additional work being commissioned.
 - Catchment Partnership reserve is under the budget due to savings from when the post was vacant.

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

3. Latest available budget

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

Table 2

Adjustments to consolidated LAB

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

4. Overview of forecast outturn 2021/22

- 4.1. Budget holders have been asked to comment on the expected income and expenditure at the end of the financial year in respect of all budget lines for which they are responsible.
- 4.2. The forecast outturn has decreased slightly since the report in March. The forecast indicated that:
 - Total forecast income was to be £7,112,188.
 - Total expenditure is £7,431,548.
 - The resulting deficit for the year is forecast to be £319,360.
- 4.3. A summary of these adjustments is given in the table below:

Table 3

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit per LAB	423,232
Adjustments previously reported	(91,102)
Increased electric card income	(3,420)
Increased Dockyard income	(4,000)
Increased Legal income	(5,350)
Forecast outturn deficit as at 31 March 2022	319,360

5. Reserves

- 5.1. Items funded from the Plant, Vessels and Equipment reserve include two replacement Ranger vehicles, a towed boat trailer and an aquatic echosounder system. The Property reserve has funded the purchase of Berney Mill moorings 2.
- 5.2. £1,305,261 of the current balance relates to Navigation reserves.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2021 £	In-year movements £	Current reserve balance £
Property	(731,379)	(148,893)	(888,272)
Plant, Vessels and Equipment	(345,886)	(139,250)	(485,136)
Premises	(212,245)	(81,706)	(293,951)
Planning Delivery Grant	(227,643)	(17,166)	(244,809)
Upper Thurne Enhancement	(164,637)	(22,393)	(187,031)
Section 106	(33,741)	33,741	0
Heritage Lottery Fund	(32,258)	22,659	(9,600)
Catchment Partnership	(74,677)	(9,704)	(84,381)
CANAPE	(391,323)	(86,013)	(477,336)
Computer Software	(31,006)	(98,319)	(129,326)
UK Communications	(47,659)	9,314	(38,346)
Match Funding	(46,016)	(114)	(46,130)
Total	(2,338,470)	(537,848)	(2,876,318)

6. Summary

- 6.1. The figures above will be the basis of the draft Statement of Accounts and includes the year-end adjustments for stock, a new provision for audit fees, accruals and the transfer of interest to the earmarked reserves. The adjustment for audit fees relates to the additional fees requested by external audit for the 2020/21 audit. The total increase requested is £56,774 but the balance from the 2019/20 provision has reduced the total adjustment required in this year's accounts to £29,025. As with the 2019/20 request this will be discussed with the PSAA who will determine the final amount to be paid.
- 6.2. The current deficit on the National Park side is £78,392 and £38,956 on Navigation, resulting in a consolidated deficit of £117,348 which has been balanced through the use of National Park (general) and Navigation reserves. At this point in time, subject to any further adjustments identified, the National Park reserve is £810,158 and navigation is £852,033. A verbal update will be provided at the meeting on any further adjustments.

7. Statement of Accounts

- 7.1. The timetable for the preparation of the Authority's Statement of Accounts is dictated by the requirements of The Accounts and Audit (Amendment) Regulations 2021. Following the government's response to the Redman review it is expected that these

will be further amended and the deadline to publish the audited statement of accounts to be moved from the 30 September 2022 to 30 November 2022. Based on this, this year's timetable is expected to be as follows:

- Director of Finance to sign off the draft Statement of Accounts by 31 July 2022. The amended regulations allow the 10-day public inspection to be delayed starting on or before the first working day of August 2021.
- External Audit (Ernst and Young) to commence the onsite audit work on 17 October 2022 for a period of four weeks.
- Audit and Risk Committee to scrutinise the accounts on 15 November 2022, and to recommend them for approval to the Broads Authority, subject to any suggested amendments.
- Broads Authority to consider and formally adopt the audited accounts at its meeting on 18 November 2022.

8. Carry forward requests

8.1. Budget holders who have not fully spent their individual budget allocations can request that any underspends are carried forward and added to their 2022/23 budget allocation. These requests are reviewed by Management Team prior to requesting member approval. Requests to Management Team must relate to either:

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

8.2. Details of the 2021/22 carry forward request is set out in the table below.

Table 5

Carry forward requests

Budget Line	National Park £	Navigation £	Total £	Reason for carry forward request
Moorings, Maintenance and Repair	0	75,000	75,000	Work at Commissioners cut was delayed due to scope of project having to be revised due to costs exceeding budget and high water. Contractor is now on-site completing works with invoice expected in May
Total	0	75,000	75,000	n/a

8.3. If members agree the carry forwards the 2022/23 Latest Available Budget (LAB) will be as shown in Table 6.

Table 6

2022/23 LAB

Directorate	National Park £	Navigation £	Consolidated £
Income	(3,417,078)	(3,758,390)	(7,175,468)
Operations	1,663,813	3,102,533	4,766,346
Strategic Services	1,357,841	332,861	1,690,702
Finance & Support Services	894,213	766,562	1,660,775
Projects, Corporate Items and Contributions from Earmarked Reserves	(283,424)	52,962	146,600
Net (Surplus) / Deficit	215,365	212,120	427,485
Opening reserves	(810,158)	(852,033)	(1,662,191)
(Surplus) / Deficit	215,365	212,120	427,485
Interest transferred to earmarked reserves	1,500	1,500	3,000
Contribution to National Park Reserve	(50,000)	50,000	0
Closing reserves	(643,293)	(588,413)	(1,231,706)
Reserves as a % of net expenditure	17.7%	15.1%	16.4%

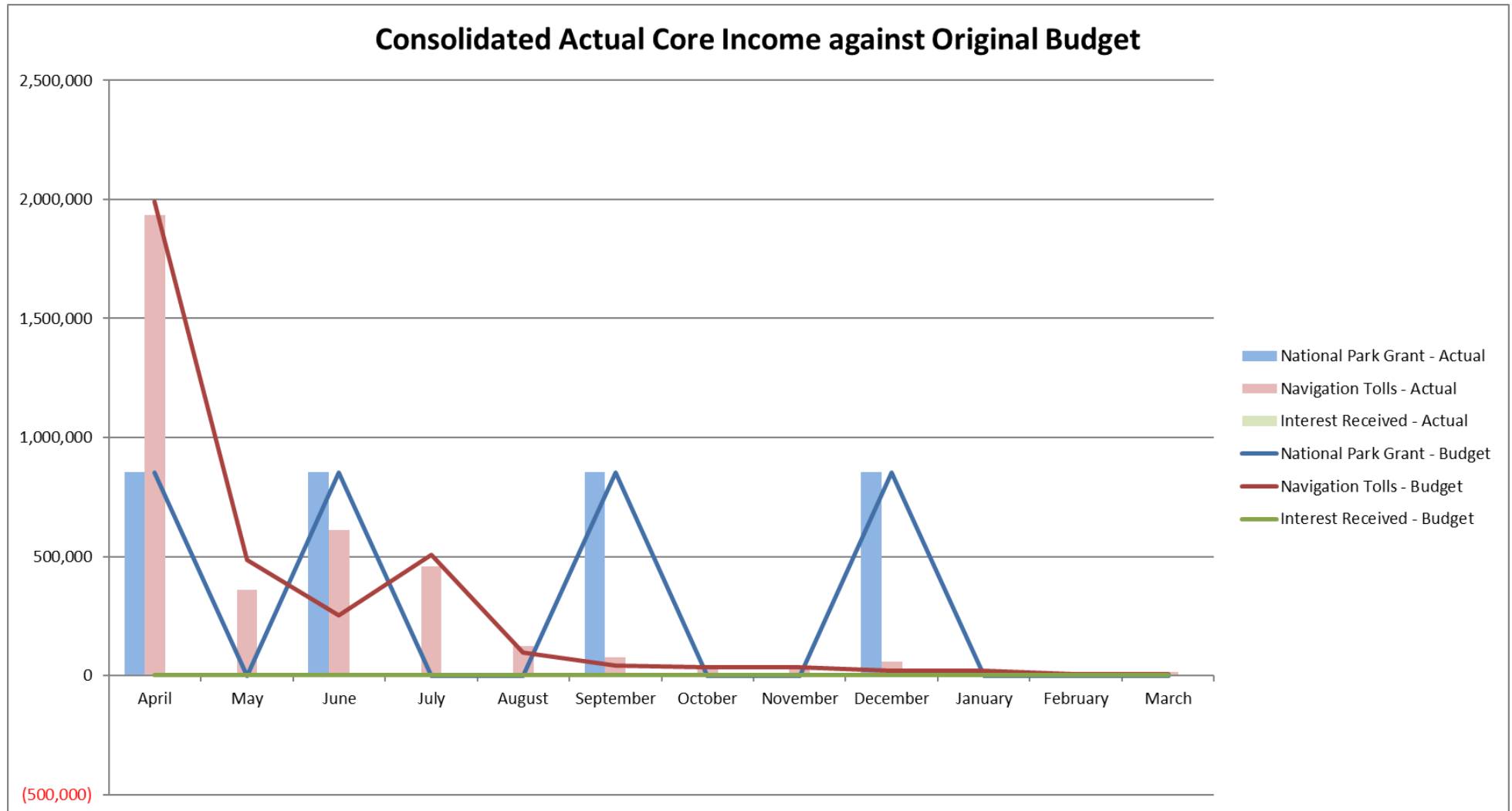
Author: Emma Krelle

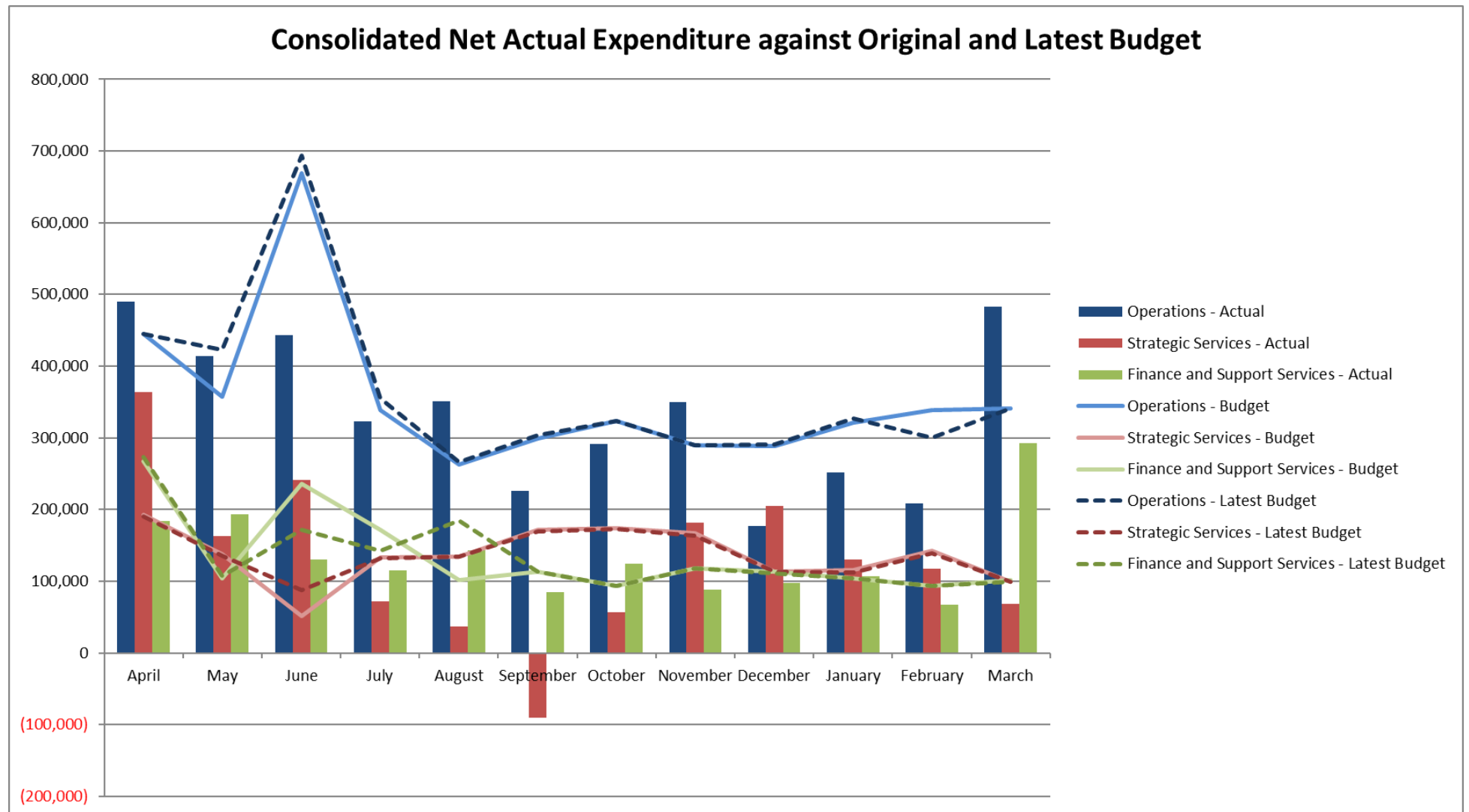
Date of report: 29 April 2022

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

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

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





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

Table 1

Income

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

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,399,095	85,385	4,484,480	4,196,809	287,671
Construction and Maintenance Salaries	1,331,370	0	1,331,370	1,331,370	0
Salaries	1,331,370	0	1,331,370	1,331,370	0
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	528,400	0	528,400	414,875	113,525
Income	(8,700)	0	(8,700)	(11,480)	2,780
Expenditure	537,100	0	537,100	426,355	110,745
Water Management	98,635	0	98,635	98,635	0
Expenditure	98,635	0	98,635	98,635	0
Land Management	(29,856)	7,885	(21,971)	(21,971)	0
Income	(87,606)	0	(87,606)	(87,606)	0
Expenditure	57,750	7,885	65,635	65,635	0
Practical Maintenance	480,386	77,500	557,886	554,466	3,420
Income	(11,000)	0	(11,000)	(14,420)	3,420
Expenditure	491,386	77,500	568,886	568,886	0
Waterways and Recreation Strategy	47,580	0	47,580	34,664	12,916

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	0	0	0	0	0
Salaries	38,580	0	38,580	25,664	12,916
Expenditure	9,000	0	9,000	9,000	0
Ranger Services	1,113,430	0	1,113,430	1,013,430	100,000
Income	(7,000)	0	(7,000)	(7,000)	0
Salaries	840,040	0	840,040	840,040	0
Expenditure	280,140	0	280,140	180,140	100,000
Pension Payments	250	0	250	250	0
Safety	147,520	0	147,520	123,710	23,810
Income	(1,000)	0	(1,000)	(1,000)	0
Salaries	62,070	0	62,070	65,760	-3,690
Expenditure	86,450	0	86,450	58,950	27,500
Premises	223,160	0	223,160	189,160	34,000
Income	(3,500)	0	(3,500)	(7,500)	4,000
Expenditure	226,660	0	226,660	196,660	30,000
Premises - Head Office	258,880	0	258,880	258,880	0
Income	0	0	0	0	0
Expenditure	258,880	0	258,880	258,880	0

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

Table 3

Strategic Services

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

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

Table 4

Finance & Support Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Finance & Support Services	1,601,064	(7,000)	1,594,064	1,609,974	-15,910
Legal	77,500	0	77,500	72,150	5,350
Income	(2,500)	0	(2,500)	(7,850)	5,350
Expenditure	80,000	0	80,000	80,000	0
Governance	251,850	0	251,850	239,440	12,410
Salaries	169,760	0	169,760	157,350	12,410
Expenditure	82,090	0	82,090	82,090	0
Chief Executive	123,080	0	123,080	123,080	0
Salaries	120,730	0	120,730	120,730	0
Expenditure	2,350	0	2,350	2,350	0
Asset Management	147,033	0	147,033	142,153	4,880
Income	(23,000)	0	(23,000)	(23,000)	0
Salaries	46,710	0	46,710	46,710	0
Expenditure	123,323	0	123,323	118,443	4,880
Finance and Insurance	410,111	(7,000)	403,111	371,621	31,490
Salaries	170,460	0	170,460	159,500	10,960

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	239,651	(7,000)	232,651	212,121	20,530
Collection of Tolls	152,530	0	152,530	240,530	-88,000
Salaries	141,330	0	141,330	141,330	0
Expenditure	11,200	0	11,200	99,200	-88,000
ICT	438,960	0	438,960	421,000	17,960
Income	0	0	0	0	0
Salaries	201,460	0	201,460	183,500	17,960
Expenditure	237,500	0	237,500	237,500	0

Table 5

Projects and Corporate items

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

Table 6

Contributions from earmarked reserves

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Contributions from Earmarked Reserves	(398,221)	0	(398,221)	(105,466)	-292,755
Earmarked Reserves	(398,221)	0	(398,221)	(105,466)	-292,755

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	(398,221)	0	(398,221)	(105,466)	-292,755

Table 7

Net (Surplus) / Deficit

Row labels	Original Budget (Consolidated) £	Budget Adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast Outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Grand Total	329,840	93,392	423,232	319,360	103,872

Broads Authority

13 May 2022

Agenda item number 10

Draft Broads Plan 2022-27 for consultation

Report by Strategy and Projects Officer

Purpose

The Broads Plan is the key strategic management plan for the Broads. The current Plan was adopted in 2017 and its review is one of this year's strategic priorities. This report introduces the draft Broads Plan 2022-27 and accompanying Sustainability Appraisal (SA) and Habitats Regulations Assessment (HRA) reports.

Recommended decision

That, subject to any substantive amendments agreed at today's meeting, members endorse the draft Broads Plan 2022-27 and accompanying SA and HRA reports for public consultation.

1. Introduction

- 1.1. The Broads Plan is the key strategic management plan for the Broads. It sets out a long-vision for the area and strategic objectives to benefit the area's natural and built environment, navigation, cultural heritage, visitors and local communities.
- 1.2. As members are aware, the Broads Plan is a plan for the Broads, not just for the Broads Authority. As such, while the Broads Authority is responsible for its production, the successful implementation of the plan depends on agreed aims, a commitment to partnership working, and the best use of shared resources.
- 1.3. The Broads Act 1988 requires the Authority to review the Broads Plan at least every five years. At the Broads Authority meeting in January 2021, it was noted that the aims and objectives in the current Plan (adopted in 2017) were still largely relevant, and that the Plan could be subject to a light touch review, taking account of new circumstances. These include priorities identified in the Landscapes Review and 25-year Environment Plan, particularly for nature recovery, climate change adaptation and improving public access; the roll-out of post-Brexit legislation; the state of the economy; and the ongoing impacts of the Covid-19 pandemic.

2. Production of draft Plan

- 2.1. Broads Plan review workshops were held with members and co-opted members in September 2021 and January 2022. Officers have also discussed relevant sections of the emerging draft plan with partner organisations throughout the review process.

- 2.2. The draft Broads Plan 2022-27 is at Appendix 1. The focus of the Plan is in Section 3, which sets out strategic objectives and key actions under six themes:
- Responding to climate change and flood risk
 - Improving landscapes for biodiversity and agriculture
 - Maintaining and enhancing the navigation
 - Protecting landscape character and the historic environment
 - Promoting understanding and enjoyment
 - Connecting and inspiring communities
- 2.3. The Broads Plan is not intended to be a comprehensive list of all the work that may be undertaken in the Broads. Rather, it is a high-level strategy to guide the direction for the more detailed plans and programmes that will implement the Plan's objectives.
- 2.4. This is a five-year plan in line with the review cycle, but it will be monitored and may be refreshed as necessary to address changing circumstances. The adopted plan will be published primarily in a digital format on the Authority's website, alongside progress reporting on its implementation.
- 2.5. New outcomes and indicators are currently being agreed for the role of protected landscapes in delivering on the Government's goals for nature recovery and climate mitigation and adaptation. We will use this data to help update our 'State of the Park' indicators, which show trends in the Broads over time and help to inform Broads Plan progress and review. We are also awaiting updated national guidance on preparing and reviewing national park management plans, which will support future iterations of the Broads Plan.

3. Plan assessment

- 3.1. The draft Broads Plan is subject to Sustainability Appraisal (incorporating Strategic Environmental Assessment) (SA) and to Habitats Regulation Assessment (HRA).
- 3.2. The SA (Appendix 2) concludes that the majority of the strategic objectives in the draft Plan show either a positive or neutral impact on the Sustainability Objectives in the SA Framework. A small number show uncertain impacts, depending on the implementation of the objective, and none show a negative impact.
- 3.3. The HRA Appropriate Assessment (Appendix 3) concludes that, taking a number of minor recommendations into account, the draft Plan would have no adverse impact on site integrity at any Habitats Sites either alone or in combination. The recommendations include wording to note that work/projects within the Broads administrative area will need to be undertaken in a manner that is sensitive to the environment and complies with relevant permits and controls, and to clarify that lower tier plan and project level HRA will be required for relevant strategies, policies and work programmes that sit below or alongside the Broads Plan and implement its high-level objectives.

4. Public consultation

- 4.1. Subject to any substantive amendments agreed at today's meeting, members are asked to endorse the draft Broads Plan 2022-27, together with the accompanying SA and HRA reports, for public consultation. Officers will assess the consultation responses and prepare a final draft plan for consideration by the Broads Authority later this year.

Author: Maria Conti

Date of report: 28 April 2022

Appendix 1 – Draft Broads Plan 2022-27

The following appendices are available to view on the [Broads Authority website](#):

Appendix 2 – SA for draft Broads Plan 2022-27

Appendix 3 – HRA for draft Broads Plan 2022-27

Appendix 1: Draft Broads Plan (for consultation)

Partnership strategy for the Norfolk and Suffolk Broads 2022-27

Consultation period: tbc

Broads Authority
Yare House
62-64 Thorpe Road
Norwich NR1 1RY

Visit [Consultations \(broads-authority.gov.uk\)](https://broads-authority.gov.uk/consultations) for more information about this consultation
or email broadspan@broads-authority.gov.uk

Have your say on the draft Broads Plan 2022-27

The Broads Plan is the key management plan for the Norfolk and Suffolk Broads. It sets out a long-term vision and guiding actions to protect and enhance the area's special qualities and services.

The Broads Plan is now under review and your comments are invited. The draft Plan is accompanied by a Habitats Regulation Assessment and a Sustainability Appraisal, and feedback on these documents is also welcomed. The consultation period is from xxxx to xxxx.

Visit [Consultations \(broads-authority.gov.uk\)](https://consultations.broads-authority.gov.uk) to view all consultation documents, or email broadsplan@broads-authority.gov.uk to request print copies. A 'Reference only' copy of the draft Broads Plan is available at the following venues during the consultation period (please check with individual venues for current Covid-19 access restrictions).

- * Broads Authority, Yare House, 62-64 Thorpe Road, Norwich NR1 1RY
- * Broadland District Council, 1 Yarmouth Road, Norwich NR7 ODU
- * East Suffolk Council, Riverside, 4 Canning Road, Lowestoft NR33 0EQ
- * Great Yarmouth Borough Council, Town Hall, Hall Plain, Great Yarmouth NR30 2QF
- * North Norfolk District Council, Holt Road, Cromer NR27 9EN
- * South Norfolk Council, Swan Lane, Long Stratton NR15 2XE
- * Norfolk County Council, County Hall, Martineau Lane, Norwich NR1 2DH
- * Suffolk County Council, Endeavour House, 8 Russell Road, Ipswich IP1 2BX
- * Acle Library, Bridewell Lane, Acle NR13 3RA
- * Beccles Library, Blyburgate, Beccles NR34 9TB
- * Brundall Library, 90 The Street, Brundall NR13 5LH
- * Bungay Library, Wharton Street, Bungay NR35 1EL
- * Cromer Library, Prince of Wales Road, Cromer NR27 9HS
- * Great Yarmouth Library, Tolhouse Street, Great Yarmouth NR30 2SH
- * Loddon Library, 31 Church Plain, Loddon NR14 6EX
- * Lowestoft Library, Clapham Road South, Lowestoft NR32 1DR
- * Oulton Broad, Library Council Offices, 92 Bridge Road, Oulton Broad NR32 3LR
- * Norwich Millennium Library, The Forum, Millennium Plain, Norwich NR2 1AW
- * Stalham Library, High Street, Stalham NR12 9AN
- * Wroxham Library, Norwich Road, Wroxham NR12 8RX

All responses to this consultation must be submitted in writing by 4pm on xxxxxxxx to:

Email: broadsplan@broads-authority.gov.uk

Post: **Broads Plan, Broads Authority, Yare House, 62-64 Thorpe Road, Norwich NR1 1RY**

After considering all responses to this consultation, we aim to prepare a final draft Broads Plan and submit it to the Broads Authority meeting in xxxxxxxx, recommending its adoption.

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1. Introduction

1.1. About the Broads

Status

The Norfolk and Suffolk Broads ('the Broads') is a special member of the UK family of 15 National Parks. These protected landscapes are known collectively as 'Britain's Breathing Spaces' – echoing the words of the late Norfolk naturalist Ted Ellis, who called the Broads a "breathing space for the cure of souls".

The Broads has an equivalent status to a National Park under the National Parks and Access to the Countryside Act 1949, and the Broads Authority shares the same two purposes as the English, Welsh and Scottish National Parks. It also has a unique third purpose relating to the interests of navigation, and as such is defined under its own Act of Parliament – the Broads Act¹. In 2015, the Broads Authority agreed to brand the area as the 'Broads National Park' to promote more clearly its credentials and special qualities, although the Authority's three purposes remain unchanged (see section 1.2).

Special qualities

Over the years, the Authority has asked people to identify the special qualities or features of the Broads they value most. Common responses include:

- The winding rivers and open water bodies – the 'broads'
- The variety of habitats
- The abundance and rich diversity of wildlife
- Navigable, lock-free, waterways to explore and enjoy
- The variety of patterns and textures in the landscape
- Countryside access to both land and water
- 'Big sky' views, dark skies and a sense of remoteness, tranquillity and wildness
- The people, the visitors, the activities
- The history and historic environment: Earth heritage, heritage assets, archaeology
- Cultural assets, skills and traditions such as boat building and millwrighting
- People's interactions with the landscape
- Waterside settlements and quiet villages

Profile and history

"On the evidence now available, they (the broads) are, beyond reasonable doubt, the flooded sites of former great peat pits, made in the natural fenland in medieval times".²

The Broads is a distinctive and globally important wetland landscape and an important inland waterway. Home to around 6,500 people³, the Broads executive area (see Map 1, Appendix C) covers around 303km in Norfolk and North Suffolk between the city of Norwich to the west and the coastal resorts of Great Yarmouth and Lowestoft to the east, with a short coastal strip at

¹ [Norfolk and Suffolk Broads Act 1988](#)

² JM Lambert, JN Jennings and CT Smith in 'The Broads', EA Ellis, 1965

³ Mid-2020 census (experimental statistics)

Winterton and a tidal estuary at Breydon Water. Its boundaries are drawn tightly around the floodplains and lower reaches of three main rivers – the Bure, Yare and Waveney – and their tributaries, the Thurne, Ant, Wensum and Chet. The Broads is the basin at the bottom end of the much larger Broadland Rivers Catchment (see Maps 2 and 3, Appendix C), with water flowing through it and out into the North Sea.

This low-lying, mainly open and undeveloped landscape is a rich patchwork of interconnected habitats including rivers, shallow lakes ('broads'), fen, reed bed, drained marshland, wet woodland, saltmarsh, intertidal mudflats and sand dunes. Each habitat has its own special characteristics and is home to a wealth of species, many rare and some unique to the Broads within the UK. The importance of the area is borne out by a range of international, national and local designations in recognition of its landscape, nature conservation and cultural features. Water, not surprisingly, is the vital element linking everything together in this landscape, and its careful and integrated management is critical.

The natural, cultural and built features of what has become one of the most beautiful and treasured of Britain's protected landscapes have been shaped and nurtured over many centuries by the way peat diggers, traders and merchants, reed and sedge cutters, thatchers, farmers and fishermen have lived and worked. The story of the Broads began in the Middle Ages. By the 12th century, much of east Norfolk had been cleared of its woodland for fuel and building materials. Over the next 350 years, peat digging (or turf cutting) was a major industry. As sea levels rose, the peat diggings were eventually abandoned and left to flood, creating the shallow stretches of water known as broads.

There are now around 63 broads, varying in size from tiny, isolated lakes to large expanses of open water. The connected broads, main rivers and tributaries were once part of an extensive network for communications and commerce, transporting goods such as fuel, building materials including reed for thatch, and livestock and their products, especially wool. Villages and settlements commonly grew up around a parish staithe (landing stage), riverside common, ferry or bridge, making the most of the water environment.

The advent of the railways in the mid-19th century and motor vehicles in the 20th century brought most river-borne commerce to an end. In its place, the Broads waterways became increasingly popular for recreation, particularly boating holidays, with more than 200km of navigable, lock-free rivers and open water bodies to be explored and enjoyed. Today, around eight million people a year visit the area, supporting thousands of jobs and having an impact of around £660m on the local economy⁴. Tourism, the marine industry, farming and land management all continue to play an important role in maintaining and enhancing this unique, much loved landscape.

Challenges ahead

The Earth's natural resources - water, air, soil, geology and all living things - provide a huge range of benefits: goods such as food, fibre, fresh water and energy; services such as clean air regulation, carbon storage and flood regulation; and numerous cultural values from health and wellbeing to

⁴ STEAM data 2019, Broads including influence area – see monitoring data, Appendix C

jobs, community development and a sense of place. These public goods are all supported by other natural functions such as photosynthesis, soil formation, vegetation growth and water cycling, underpinned by biodiversity.

The UK [Environment Act](#) became law in November 2021 to address environmental protection and the delivery of the [25-year Environment Plan](#) following Brexit. The Plan sets out the Government's goals for nature recovery including clean air, clean and plentiful water, thriving plants and wildlife, a reduced risk of harm from environmental hazards such as flooding and drought, using resources from nature more sustainably and efficiently, and enhanced beauty, heritage and engagement with the natural environment. The Plan also sets goals to manage pressures on the environment by mitigating and adapting to climate change, minimising waste, managing exposure to chemicals and enhancing biosecurity. It emphasises the need to get better at including environmental and societal costs, benefits and trade-offs in policy, investment and planning decisions.

The [Landscapes Review \(2019\)](#) highlights that national protected landscapes like the Broads are fragile, that nature in them is in crisis as elsewhere, that communities are changing and that many people do not know about these places. The report emphasises that the way we protect and improve these landscapes “needs to change radically... if their natural beauty is to be in a better condition 70 years from today, even better to look at, far more biodiverse, and alive with people from all backgrounds and parts of the country”.

The biggest challenge for the easterly, low-lying wetland landscape of the Broads is adapting to the impacts of sea level rise and the projected more rapid changes to the climate, especially in terms of managing water, and local nature recovery strategies will help tackle climate change as well as biodiversity loss. Other significant issues include the rollout of post-Brexit legislation, particularly for [agricultural transition](#) and the management of farmland, habitats and species; the growth in demand for housing and infrastructure in the East of England; and the potential ongoing impacts of the Covid-19 pandemic on local communities, businesses, and recreational trends.

The Broads is like a vast mosaic; lose one fragment and its overall integrity is flawed. This means that rather than focusing on single or favourable interests (such as food production, flood protection or economic benefit) possibly at the expense of others, we must manage this precious ecosystem as a dynamic, complex and interdependent whole.

We can't predict exactly what the Broads will look like in 50 to 100 years' time, but we must accept that it is likely to change. By improving our knowledge and acting now, we can help to make sure it will always remain a special and distinctive place, rich in biodiversity and enjoyed by all.

1.2. Broads Authority

The Broads Authority is a statutory body with very similar responsibilities to those of the English, Welsh and Scottish National Park Authorities. The Authority was established under the [Norfolk and Suffolk Broads Act 1988](#). Further provisions for the management of the navigation area were made through the [Broads Authority Act 2009](#). It is the local planning authority, and a harbour and navigation authority. The distinctive shape of the Broads executive area (Map 1) comes from its boundary being drawn tightly around the flood plains and lower reaches of the main rivers (Bure, Yare and Waveney) and their tributaries (Thurne, Ant, Wensum and Chet).

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

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

In practice, how much weight is given by the Authority to any of these purposes will depend upon the particular circumstances under consideration. In its commitment to integrated management, the Authority and its Broads Plan partners always look for potential win-win solutions, rather than setting the different purposes at odds with each other.

In managing the area, the Authority must also have regard to:

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

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

1.3. Broads Plan

Working in partnership

The Broads Plan is the single most important strategy for the Broads National Park, setting out a long-term vision and strategic objectives to benefit its landscape, environment, local communities and visitors. As a high-level overarching plan, it draws together and guides a wide range of plans, programmes and policies relevant to the area. The Broads Plan is reviewed and updated on a regular basis, and this Plan covers the period 2022 to 2027.

While the Broads Authority is responsible for producing the Broads Plan, its success depends on strong partnership working to make the best use of shared knowledge, effort and resources. Key delivery partners are highlighted in Section 3 and in Appendix A.

Funding and resources

As the body responsible for managing the Broads, the Broads Authority receives a Government funded National Park Grant (NPG), which was £3.4m in 2021/22, and navigation income funded by boat toll payers (£3.4m in 2020/21).

In the three years to 2022 this income has come under pressure from rising costs, the impacts of Covid-19 and a static NPG (and in real terms, the Authority's 2021/22 NPG is a reduction of 42% compared with its 2010/11 grant). In terms of navigation income, a comparison of boat toll data in 2017 (when the last Broads Plan was adopted) and 2021 shows the number of private boats remaining fairly steady; however, despite continuing investment in new boats, there has been a decrease in the hire boat fleet and more losses are predicted⁵. Future navigation income is uncertain, due largely to the ongoing effects of the UK economy and Covid-19 on boat ownership and on the domestic holiday market.

The [Landscapes Review](#) emphasises that the Government's approach to funding national protected landscapes like the Broads is not as diverse and sustainable as it should be. The Government's response to the review⁶ is that there is limited scope to increase the core grant by the scale suggested, or to provide funding settlements that extend beyond a spending review period. However, it supports the recommendation for protected landscapes to source more investment from private and blended financing models for nature recovery and nature-based solutions, and to harness commercial and sponsorship opportunities provided by each landscape's unique brand identity.

Along with its Broads Plan partners, the Broads Authority works hard to increase its financial resources, most significantly in recent years from EU grant schemes and the National Heritage Lottery Fund. The Authority is a member of the UK's [National Parks Partnerships](#), which supports closer links between businesses and protected landscapes for commercial and practical benefits, while other initiatives such as '[Love the Broads](#)' help to fund local community projects. Resources are about people too, and the dedicated volunteers who give their time and practical support to organisations working in the Broads are an invaluable asset.

As a high-level strategy, the Broads Plan does not contain detailed costings; this information will be within the business plans and operational work programmes of the partners implementing the Plan's strategic objectives.

Assessing the plan's impacts (SA and HRA)

This draft Broads Plan was subject to [Sustainability Appraisal](#) (incorporating Strategic Environment Assessment) to assess any significant environmental, economic and social impacts of its implementation. The outcome of the appraisal is that most of the strategic objectives in the draft Broads Plan show either a positive or neutral impact on the Sustainability Objectives in the Sustainability Appraisal framework. A small number show uncertain impacts, depending on the implementation of the objective, and none show a negative impact.

A [Habitats Regulations Assessment](#) (HRA) was also carried out to assess the impacts of the draft Plan on local sites protected by the Habitats Regulations, including Special Areas of Conservation and Special Protection Areas. [CONSULTANT REPORT AWAITED]

⁵ Private boats: 10,646 in Nov 2017 and 11,179 in Nov 2021; Hire boats: 1158 in Nov 2017 and 1118 in Nov 2021; a fall of c.40 hire boats in 2022 is predicted.

⁶ [Landscapes review \(National Parks and AONBs\): government response - GOV.UK \(www.gov.uk\)](#)

It is important to note that plans, programmes and works to implement the strategic objectives in the Broads Plan will need to be undertaken in a manner that is sensitive to the environment and that complies with relevant permits and controls to ensure environmental protection on habitats sites. Where relevant such plans, programmes and works will be subject to their own SA and HRA.

See ‘About this consultation’ (page 2) for information on viewing the Broads Plan SA and HRA.

Monitoring change

We use a small set of monitoring indicators to help assess the state of the Broads over time in the area, as well as other measures shown in the Strategic Objectives tables (Section C). At the time this plan was produced, new national indicators were being agreed for the role of protected landscapes in delivering on the Government’s goals for nature recovery and for climate mitigation and adaptation, aligned with the 25-year Environment Plan and interim environmental targets under the Environment Act 2021 and the [Net Zero Strategy](#). These will be incorporated into an updated ‘State of the Broads’ dataset and published on the Authority’s website.

Local Plan for the Broads

As the local planning authority, the Broads Authority is responsible for setting spatial planning policies for the Broads executive area. The [Local Plan for the Broads](#) supports the strategic direction of the Broads Plan with policies that are used in determining planning applications and providing guidance on development and land use. The current Local Plan (adopted in 2019) is under review, with an expected adoption date of 2024.

The special qualities and features of the Broads are also influenced by development in adjoining areas, particularly given its narrow executive boundary and low-lying, open landscape. Under the [Localism Act](#) the Authority and its neighbouring planning authorities, county councils and public bodies have a ‘duty to cooperate’ to make the most of cross-boundary strategic planning matters such as housing, transport, open space and demands on water and other resources.

2. Vision and principles

2.1. Long-term vision

The Vision for the Broads National Park (Table 1) is based on Defra's 2010 [Vision for the English Natural Parks and the Broads](#), with a timeframe in line with the [25-year Environment Plan](#).

Table 1

Vision for the Broads National Park to 2042

Our vision for the Broads National Park is that:

Biodiversity is at the heart of nature recovery. The natural environment and the beneficial goods, services and cultural values it provides from food and energy to landscape character and recreation are in good condition, used fairly and sustainably, and valued by society. In particular, the precious nature of plentiful, clean, fresh water as a fundamental resource is understood and respected by all.

We are meeting the challenges of climate change and sea level rise, and the carbon reduction targets of 'net zero' by 2040, with well-maintained soils that retain and increase the amount of carbon stored.

Wildlife flourishes and habitats are maintained, restored, expanded and linked effectively to other ecological networks. Land and water are managed in an integrated way, with local and landscape-scale management that creates resilience and space for nature and agriculture, enabling us to adapt to changing environmental, economic and social needs.

The past and present importance of the waterways for navigation, biodiversity and recreation is recognised and cherished, and the asset is protected, maintained and enhanced.

This living, working, 'big skies' landscape is notable for its natural beauty, distinctive local character and historic significance. People of all ages, abilities and circumstances enjoy it as a place of escape, adventure, work, learning and tranquillity, and as a source of national pride and identity. Local communities are active in decisions about their future and sustainable living is seen in action. There is a buoyant rural economy and a viable, well-used public transport network, and local housing need is being met.

The Broads National Park is forever recognised as fundamental to our prosperity and our mental and physical health and wellbeing, and is forever treasured as a unique and special place that provides a breathing space for the cure of souls.

2.2. Fundamental principles

We use three fundamental principles to help guide the development and implementation of the Broads Plan. The first is based on the definition of the Precautionary Approach in the Rio Declaration on Environment and Development, 1992. The second recognises the need for integrated, long term management, and the third underlines the importance of informed, partnership working.

Principle 1: Where there are likely threats of serious or irreversible damage to the environment, as a precaution, cost-effective measures are taken to prevent environmental degradation in the absence of full scientific certainty of the outcome of such threats.

Such precautionary action is based on assessment of the costs and benefits of action, taking into account both the proportionality between the costs and benefits and the degree of certainty in their calculation, and transparency in decision making. Gaps in knowledge are addressed by research and, where feasible, precautionary measures taken while such knowledge is outstanding.

Principle 2: We seek to understand and respect the complexity and biological limits of our ecosystems, and conserve their structures to maintain their health and productivity. Management is at a local scale, while recognizing the direct or indirect effects on wider, interconnected ecosystems and the public goods and services they provide. We manage for long-term, multiple benefits, not just for short-term or single interest gains.

Principle 3: We plan and work in partnership to make the best use of shared knowledge and resources and to avoid duplication of effort. People are involved from an early stage, and throughout, in decisions that may interest or affect them. Decisions are supported with robust evidence, including scientific and local knowledge, innovation and best practice.

3. Our strategic objectives

This section sets out our strategic objectives for 2022-27 under six key themes. It is not a list of all work carried out in the Broads, including many routine operations, and further actions are likely to be developed through the plan period. While we aim to deliver an ambitious plan, the Broads Authority and its partners have finite resources, and will need to set clear priorities for action.

Appendices A and B give details about partners and abbreviations used in this section.

Table 2

Summary of strategic objectives 2022-27

Theme A: Responding to climate change and flood risk A1. Work towards making all Broads Authority operations carbon neutral by 2030 and carbon zero by 2040 A2. Agree carbon reduction targets for the Broads National Park and promote action to reduce emissions A3. Prepare a long-term integrated flood risk strategy for the Broads, Great Yarmouth and interrelated coastal frontage and maintain current adaptive coastal, tidal and fluvial flood risk management approaches for the area
Theme B: Improving landscapes for biodiversity and agriculture B1. Restore, maintain and enhance lakes and use monitoring evidence to trial and implement further innovative lake restoration techniques B2. Promote best practice water capture and usage across the Broadland rivers catchment and reduce point and diffuse pollution into the floodplain and water courses B3. Maintain, enhance and increase areas of priority fen, reed bed, grazing marsh and wet woodland, protecting peatland ecosystems as carbon sinks and seeking environmental net gain B4. Define, implement and monitor management regimes for priority species and invasive non-native species B5. Improve partnership coordination and communication of Broads biodiversity monitoring and research effort, linked to national biodiversity network
Theme C: Maintaining and enhancing the navigation C1. Maintain navigation water depths to defined specifications, reduce sediment input and dispose of dredged material in sustainable and beneficial ways C2. Maintain existing navigation water space and develop appropriate opportunities to extend access for various types of craft C3. Manage water plants and riverside trees and scrub, and seek resources to increase operational targets C4. Maintain and improve safety and security standards and user behaviour on the waterways

Theme D: Protecting landscape character and the historic environment

- D1.** Record, protect and enhance local built and cultural features, archaeology and potential hidden heritage, including 'at risk' assets
- D2.** Maintain an up-to-date Broads Landscape Character Assessment and use to inform conservation action plans
- D3.** Maintain up-to-date Conservation Area designations, appraisals and management proposals
- D4.** Reduce the impacts on the Broads of visual intrusion and noise and light pollution, and promote Dark Sky Discovery Sites

Theme E: Promoting understanding and enjoyment

- E1.** Improve the integrated network of access routes and points (with easier access for people with mobility and sensory needs), linked to visitor facilities
- E2.** Offer a coordinated and year-round programme of visitor activities that promote a 'Broads' experience', taking measures to prevent any adverse environmental impacts
- E3.** Maintain and upgrade the range and provision of integrated multimedia interpretation about the special qualities of the Broads National Park, and 'point of need' information for visitors
- E4.** Strengthen the quality and distinctiveness of the local tourism offer, including careers and skills training

Theme F: Connecting and inspiring communities

- F1.** Increase and promote accessible and 'taster' activities that foster physical and mental health and wellbeing for all, including under-represented groups
- F2.** Offer varied, flexible and sustainable volunteering opportunities and skills training to suit diverse audiences
- F3.** Provide and expand schools-based and outreach environmental education opportunities for young people, using the Broads as a learning resource
- F4.** Provide up-to-date planning policy, site-specific allocations and planning guidance to support local community needs and ensure development happens within environmental limits
- F5.** Increase income generation to support Broads-themed projects

Theme A: Responding to climate change and flood risk

Introduction

Sea level rise and the predicted more rapid changes to the climate pose enormous challenges to the special qualities of this easterly, low-lying wetland. It is clear that we need to act now, both to mitigate the scale of change - such as reducing our carbon emissions - and to adapt to the changes that are inevitable. We are likely to see key impacts for the distribution of habitats and species, visual landscape character, demands for water resources, and agricultural patterns and production.

The [Protected and Conserved Areas Joint Statement on Climate Change and Biodiversity Crises statement](#)⁷, which was signed by National Parks UK among others, highlights that the global family of protected and conserved areas are well placed to take rapid and far-reaching action to tackle climate change and biodiversity loss. They are also areas where billions of people connect with nature and can become inspired to play an active part in combatting these dual crises.

Adaptation and mitigation management decisions need to be informed by strong evidence and widespread debate with all interests to determine what is desirable, what is possible, and what will help us to be more resilient to ongoing and long-term change. The Broads Authority is working with multiple agencies and local communities to better understand the impacts of climate change and sea level rise on the Broads and surrounding areas, and to develop the best management options for the longer term. In doing so, we are considering how the options may affect our local communities, businesses and visitors as well as our natural ecosystems and the services they provide such as thriving wildlife, fresh water, food, carbon capture, recreation and employment.

Reducing our carbon emissions

Reducing carbon emissions across the Broads is a priority. In 2019 the Broads Authority adopted a [climate emergency statement](#) pledging to work towards making its operations carbon neutral by 2030 and reducing all carbon emissions to zero by 2040. It also aims to work with local communities to set a carbon reduction target and measures for the Broads National Park. A carbon footprint GHG emissions assessment of the Broads was produced in 2022.

More widely across protected landscapes, National Parks UK hopes to become a hub for the '[Count Us In](#)' initiative, which sets 16 steps to reduce carbon emissions based on three criteria: Impact on personal carbon pollution, power to influence leaders, and ability to involve everyone. Locally, the Broads Authority has the potential to influence its own staff and volunteers as well as 6,500 residents, millions of visitors and numerous partner organisations and local businesses.

⁷ Statement presented to the UN Framework Convention on Climate Change (COP26) and the Convention on Biological Diversity (COP15) in November 2021

Managing flood risk

Another key strategic priority is water management. Water is obviously a dominant feature in the Broads, and its interconnecting characteristics present continual challenges in dealing with changes in quality, availability and levels. This section looks at flood risk management; other issues related to water quantity and quality are addressed in Theme B.

Flooding is a natural and sometimes beneficial process within a floodplain like the Broads, and the control of water has been a major influence on the form of this landscape for hundreds of years. In living with our water environment, we have to accept the associated risks and, where necessary, be adaptive to change. Flood risks include damage to property, infrastructure, habitats and farmland, causing distress to people and wildlife. Around 85% of the Broads executive area is at some risk of flooding, including thousands of properties and around 25,000 hectares of farmland and mainly freshwater habitats. Higher sea levels along the north-east Norfolk and north Suffolk coast bring an increased risk of sea defences being overtopped or breached. This can also hold back water trying to drain from the rivers, causing flooding to natural and built capital. A combination of particular weather conditions and high tides causing a surge in the North Sea can also push salt water higher up the system, damaging the area's freshwater biodiversity and agriculture.

The main types of flooding we face in the Broads are tidal and coastal, river (fluvial) and flooding from ordinary watercourses, surface water and groundwater. Multiple agencies called Risk Management Authorities are involved in managing flood risk, including the Environment Agency (which has a strategic overview of all sources of flooding and coastal change), Norfolk and Suffolk County Councils (as the Lead Local Flood Authorities for their respective areas), District and Borough Councils, Internal Drainage Boards and Highways Authorities.

Strategic flood and coastal risk management in and around the Broads used to incorporate three separate major flood defence systems: The Broads (tidal and fluvial); Eccles to Winterton (coastal); and Great Yarmouth (tidal). The [Broadland Futures Initiative](#) (BFI) is a multi-agency partnership set up to integrate flood risk management for the whole area and produce a strategy covering the next 100 years. Work is underway to secure support, publish evidence and engage with local communities and other stakeholders to identify the way forward. The Environment Agency has the lead technical responsibility and is working with the Risk Management Authorities and others, and the Broads Authority is leading on governance and communications activities.

The Broads Authority's ambition to retain the area's predominantly freshwater conditions for as long as practicable is being assessed as part of the BFI approach. It will be linked to climate change scenarios, and a shared vision that takes account of environmental, technical, socio-economic and political considerations, with planned action to help us prepare for long-term resilience and adaptation in the Broads.

Long-term aim

The Broads National Park and its communities are responding to the challenges of climate change and sea level rise, and the Broads Authority is on track to meet its carbon reduction target of zero emissions by 2040. Adaptive approaches and resilience standards are informed by robust evidence and wide debate on the most appropriate management options. Our decisions define the scale and expenditure of human intervention needed to protect important assets to changing regimes, and identify the actions and resources needed to implement agreed interventions. Importantly, while the Broads continues to evolve, it remains a unique and special area that retains its rich biodiversity and heritage importance and offers extensive recreation, health and wellbeing, employment and other socio-economic opportunities.

Table 3

Theme A: Strategic objectives and key actions

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
A1	Work towards making all Broads Authority operations carbon neutral by 2030 and carbon zero by 2040	<ul style="list-style-type: none"> Research and implement carbon reduction measures for BA operations, incl.: all road vehicles replaced with electric versions; zero/low-emission options for heavy equipment/vessels; renewable energy generation for premises; carbon-related assessments in procurement processes; green travel to work schemes [BA] Identify and implement opportunities to offset emissions from BA operations, with target of c.1,500 tonnes of offset by 2030 [BA] 	Count Us In Broads CCAP	BA, grants	BA carbon emissions annual estimate BA carbon offset targets
A2	Agree carbon reduction targets for the Broads National Park and promote action to reduce emissions	<ul style="list-style-type: none"> Work with National Park Authorities in England to establish common standards for determining joint ambition towards net-zero, incl. offsetting schemes, and apply to the Broads [BA] Commission further research on sector CO2 emissions in the Broads and promote information to raise public awareness and action [BA] 	Count Us In Broads CCAP	BA, NPE, grants, private investment	NPA family indicator data Level of carbon emission reductions by spatial boundary
		<ul style="list-style-type: none"> Agree, promote and implement measures to reduce carbon emissions from local domestic, business, travel and other sources, incl.: <ul style="list-style-type: none"> Tourism initiatives, e.g. ‘Electrifying the Broads’ and promotion of tourism hotspots within Electric Vehicle and Alternative Fuels strategies (<i>see strategic objective E1</i>), visitor green travel (incl. 	Broads IAS Broads STS Broads WMS EtB initiative & EVS/AFS	Partners, regenerative tourism schemes & grants, private investment	# new funded projects in place (min. 2 by 2027) AMR data

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
		<p>multi-modal transport hubs) and local food sourcing [LAs, BA, BT partners, local businesses]</p> <ul style="list-style-type: none"> Local Plan policy, e.g. building energy design and energy sourcing, use of materials and embodied carbon <i>Habitat management, incl. peatland carbon storage and offsetting - see strategic objective B3</i> 	Local Plan for the Broads		
A3	Prepare a long-term integrated flood risk strategy for the Broads, Great Yarmouth and interrelated coastal frontage and maintain current adaptive coastal, tidal and fluvial flood risk management approaches for the area	<ul style="list-style-type: none"> Commission, carry out and publish updated and more extensive flood risk research and modelling (incl. saline incursion, risk and impact assessments of natural floodplain restoration); identify and appraise potential management actions to form adaptive strategy; engage with stakeholders [EA, BFI partners] Update Broads Strategic Flood Risk Assessment and Broads Flood Risk Supplementary Planning Document as required [BA, EA, LAs] 	BFI Broads Flood Risk SPD Broads SFRA	EA and BFI partners	BFI reporting indicators
		<ul style="list-style-type: none"> Develop flood risk management mapping, feasibility studies and project proposals in Broadland catchment, and implement on-site site projects to restore natural flood management processes [EA, IDBs, BCP partners, landowners] 	BFI BRCP Anglian CFMP	Funded schemes (EA Grant in Aid, CS, CFMP)	BFI reporting indicators
		<ul style="list-style-type: none"> Implement and promote flood risk mitigation measures and advice, e.g. through Anglian Flood Risk Management Plan 2021-27, county Flood Risk Management Strategies, Surface Water Management Plans, LPA planning policy/guidance [EA, LLFAs, IDBs, LPAs] 	Anglian FRMP Norfolk FRMS Suffolk FRMS SWMPs LPA Local Plans	NCC, SCC	FRMS targets
		<ul style="list-style-type: none"> Complete planned schedule of Broadland Flood Alleviation Project infrastructure maintenance works (to May 2023) and transition period from BFAP to EA direct management of assets [EA] 	link tbc	EA	EA schedule targets
		<ul style="list-style-type: none"> Through Local Plan for the Broads review, consider revised/new development and land use policies and guidance to respond to climate change and sea level rise [BA] 	Local Plan for the Broads	Partners	# planning apps approved by BA contrary to EA flood risk advice

Theme B: Improving landscapes for biodiversity and agriculture

Introduction

The Broads is one of Europe's finest and most important wetlands, with a rich mosaic of habitats comprising, among other things, shallow lakes, fens, drained marshland, wet woodland, estuary saltmarshes, intertidal mudflats and coastal dunes. 28 sites covering a total of more than 7200 hectares are nationally designated as Sites of Special Scientific Interest (SSSIs), a third of which are also National Nature Reserves, and there are numerous County Wildlife Sites within and near the Broads boundary. Most of the SSSIs are of international importance for their habitats and wildlife as the Broads Special Area of Conservation (SAC) and the Broadland Special Protection Area (SPA), and an area of the wetland is also designated as a Wetland of International Importance under the Ramsar Convention. The local agriculture is primarily a mix of livestock grazing and some arable cropping, with grassland the dominant feature in the floodplain. Reed and sedge cutting remains a traditional and important local industry.

We must remember that the Broads is essentially a man-made landscape, shaped over centuries. As highlighted in Theme A, while we will always seek to retain the Broads as a special and protected landscape it is likely to alter as a result of climate change and sea level rise, leading to more saline habitats and changes in land use, agricultural practices and cropping. Post-Brexit environmental and land management legislation, national and regional economies, food and energy policy, leisure and tourism patterns and development growth in the East of England also bring both challenges and opportunities for the future of the Broads landscape, wildlife and people.

Set within this context, we must seek to balance what is needed for a healthy, functioning ecosystem with the fair and sustainable use of the many benefits we get from it. This ambition is central to the [Environment Act 2021](#), which sets targets, plans and policies to improve the natural environment and achieve biodiversity net gain, and the [Landscapes Review \(2019\)](#), which calls for a renewed mission for the country's national landscapes to recover and enhance nature. Underpinning environmental policy is the [Government's 25-Year Environment Plan](#), and protected landscapes like the Broads are critical for the ambitious target of protecting 30% of UK land by 2030. The commitment in relation to Nature Recovery grants for the UK includes creating or restoring 500,000 hectares of wildlife rich habitat and 75% of Sites of Special Scientific Interest into favourable condition by 2042, and species reintroduction will also be expanded. Local Nature Recovery Strategies are putting spatial planning for nature on a statutory basis, with Nature Recovery Network mapping prioritising local action to reduce pressures and enhance assets and benefits.

Water quantity and quality

The groundwater, rivers and broads in the Broadland Rivers Catchment (Map 2) are primary to the healthy condition and functioning of the Broads' habitats, waterways and land and water dependent businesses. We need to better understand the ecological and hydrological functioning of, and expected changes to, water and water-related habitats, as well as addressing water demands across all sectors, to put the best management regimes in place.

Good quality water is defined as clear, low in nutrients, free of harmful substances, having a rich diversity of aquatic plants and supporting healthy populations of fish, invertebrates and water birds. The Broads restoration programme has been active for over 35 years, and leads the UK in developing and studying lake restoration projects. However, despite significant improvements in water quality in recent decades, monitoring shows that all Broads' water bodies and river reaches, and more than 90% of rivers in the Broads catchment, are failing European Water Framework Directive targets⁸.

Water quality continues to be affected by a combination of point source and diffuse pollution from waste water, urban areas, transport and rural areas, land erosion, physical modification of water courses, changes to the flow and level of water, dissolved oxygen, salinity and demand for water use. As the driest region in the UK, Eastern England is extremely vulnerable to water shortages. During droughts and other periods of water stress, rivers and wetlands can suffer damage that is then exacerbated by abstraction and other land and water management activity. Additional environmental needs are likely to arise from climate change and development growth. [Water Resources East](#) (WRE) was established in 2019 to bring together water, agriculture, power and environmental interests, including the Broads Authority, to look at the water needs and potential trade-offs across the sectors, balancing considerations of customers, agriculture, the environment and the economy. WRE is working with stakeholders to develop an integrated Water Resources Management Plan for the region. The [Broadland Catchment Partnership](#) also works with land managers, farmers, businesses and others to take practical action at a local level to improve water capture and water efficiency.



Fen, wet woodland and grazing marsh

The Broads is a UK priority wetland area with the largest expanse of species-rich calcareous peat fen in lowland Britain. Most fen sites are designated for nature conservation, with around 40% owned or managed by conservation organisations. The Fen Ecological Survey (2010) showed clear evidence of loss, fragmentation and decline in some areas, but also showed how other areas have been improved through focused agri-environmental support. Crucially, peatlands in good health are more than 90% saturated. The science shows that where peatlands are well irrigated or under higher water table management regimes, we can expect fewer greenhouse gas emissions than for intensively drained peatlands. Rewetting grazing marsh can also bring landscape and biodiversity benefits.

13 million tonnes of carbon are estimated to be stored in the Broads' peat soils, which will continue to capture and store existing and additional carbon under appropriate water level and land management conditions. The [England Peat Action Plan](#) (2021) sets out the Government's long-term vision for the management, protection and restoration of our peatlands so that they provide a wide range of benefits to wildlife, people and the planet. The [peatlands policy statement issued by the Campaign for National Parks](#) (Nov 2021) calls for much greater priority to be given to the restoration and rewetting of peatlands of all types within National Parks, with the aim of bringing all this peatland into good condition or restoration management by 2030 at the latest.

⁸ Figure incorporates both chemical and ecological status

The Broads has the most extensive tract of wet woodland within Eastern England. It is of international significance and where not designated may, like other habitats located on peat soils, be at risk from drainage and from loss due to development.

Grazing marsh covers around half of the Broads. Some areas attract large and internationally important numbers of breeding and non-breeding birds, and there is a substantial area of internationally important dyke communities. The marshes provide a third of East Anglia's cattle grazing land, and local farmers and graziers rely on environmental land management support to optimise profit and protect the habitats. Threats to these habitats include loss to arable reversion and land drainage, development, water level regimes, flooding, drought, salt tides and invasive species.

Species

There are more than 11,000 recorded species in the Broads, including 26% of all UK BAP priority species and 17% of all nationally notable or scarce species. 66 species are restricted entirely to the Broads or rarely seen elsewhere in Britain. Iconic species include the bittern, marsh harrier, otter, fen orchid, Norfolk hawk, dragonfly and the entire UK populations of the swallowtail butterfly, dotted footman moth and holly-leaved naiad. However, some species are in decline or on the brink of survival. Many species, including Broads' specialists, face challenges exacerbated by climate change, from increases in seasonal variability in river levels and depleted water resources, salinity from land drainage and tidal flooding, nutrient enrichment and pollution of the waterways, habitat loss and fragmentation, and increasing threats from invasive non-native species. Species recovery and translocation programmes can take substantial time and resources, as can managing invasive non-native species. Gains in recent years include wintering water birds around Breydon, fen raft spider, otter, bittern, crane and marsh harrier, and the control of invasive species such as floating pennywort and American mink, but much more needs to be done.

Agriculture, land use and development

Adapting land use to work more sustainably with nature requires coordinated investment. This plan period will see the greatest changes in UK agricultural policy for half a century, with three new land management payments schemes ([Sustainable Farming Incentive](#), [Local Nature Recovery](#) and [Landscape Recovery](#)) introduced during the [Agricultural Transition Plan 2021 to 2024](#). The schemes focus on paying farmers for public goods such as water quality, biodiversity and climate change mitigation, alongside food production. Some income streams may come from private revenue such as large corporations for carbon credits, housing developers for biodiversity credits and water companies for water quality improvements. Other action, such as for major flood risk management, air quality control and land subsidies, is likely to rely mostly on public funding.

Long-term aim

Biodiversity is thriving in the Broads, which remains a globally important wetland adapting to climate change. Sustainable land and water management practices support well-functioning ecosystems to provide multiple public goods including food, clean and plentiful water, carbon storage, landscape character and

recreation. The challenging targets to improve water quality, water supply and flood protection are being met. Opportunities are pursued to establish more, bigger, better and more joined up ecological networks, and priority species and their habitat needs are well understood and well managed to halt biodiversity decline and loss, increase resilience and adaptive ability, and pursue environmental net gain. Invasive non-native species are under control and eradicated where possible. A profitable agriculture sector provides good food while maintaining habitats. Robust evidence and monitoring guide good decision making in all aspects of natural resource management.

Table 4

Theme B: Strategic objectives and key actions

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
B1	Restore, maintain and enhance lakes and use monitoring evidence to trial and implement further innovative lake restoration techniques	<ul style="list-style-type: none"> Develop and implement in-lake restoration, maintenance and enhancement works (incl. biomanipulation) as funding opportunities arise at priority sites [BA, BBP partners] Complete Hoveton Great Broad Restoration Project, carry out pre- and post-works monitoring of Hoveton, Trinity and Hickling lake condition status, and use evidence to trial and implement further innovative restoration techniques [NE, EA, BA] 	Broads BWS Broads WMS DWPPs Hoveton Great Broad project	Partners	SSSI site condition targets, EA statutory monitoring data; WMS and DWPP targets
B2	Promote best practice water capture and usage across the Broadland rivers catchment and reduce point and diffuse pollution into the floodplain and water courses	<ul style="list-style-type: none"> Implement water efficiency measures and planning policy to reduce water usage in new development, and promote to domestic and business water users [AW/ESW, non-domestic water retail companies, LPAs] 	BRCP Water resource management plans	Partners	Water company business plan targets
		<ul style="list-style-type: none"> Promote and install 'whole farm' (and where feasible, low cost) water capital infrastructure and water retention and infiltration measures [BCP, AW/ESW, county FWAGs] 	BRCP Water resource management plans	Funded schemes, water capital grants	WSF targets, CSF data, RDPE reporting
		<ul style="list-style-type: none"> Adopt and implement abstraction licensing strategy, Water Resource Management Plans, Drought Plans and Water Industry National Environment Programme action plans in Broadland catchment (projects include Wendling Beck Exemplar Project, Water for Tomorrow, Norfolk Water Strategy Programme) [EA, NE, AW/ESW, other project partners] 	Water resource management plans Wendling Beck project	Funded schemes	CAMS resource availability, WFD hydrology status AW/ESW targets, EA action plan targets

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
		<ul style="list-style-type: none"> Work with farmers and land managers to create tailored environmental land and water management measures through Farming in Protected Landscapes, Countryside Stewardship, Catchment Sensitive Farming, Campaign for Farmed Environment, Water Sensitive Farming, water company schemes, etc [BCP coordination] 	Broads BWS BRCP	BCP partners ELMs , FiPL , CSF , other funded schemes	CS/WSF targets, CSF water capital grant targets, WFD/SSSI/SAC/ Nature 2000 targets
		<ul style="list-style-type: none"> Work with businesses and local communities to raise community awareness about pollution condition and sources, and implement pollution reduction measures (e.g. investigating saline water incursion and installing new pumps and management systems; trialling and installing constructed wetlands and other CSF measures) [BBP partners, IDBs] 	Water resource management plans BRCP Broads BWS	Partners	# first time rural sewerage schemes in catchment (AW), # CSO pollution events in catchment (EA/AW)
B3	Maintain, enhance and increase areas of priority fen, reed bed, grazing marsh and wet woodland, protecting peatland ecosystems as carbon sinks and seeking environmental net gain	<ul style="list-style-type: none"> Identify areas to support carbon take up and reduction of land use emissions; support development and use of IUCN peatland code carbon offset projects, linked to biodiversity gain and integrated water management; develop projects to transition from net source to net sink for GHG from land use [BA, BCP & BBP partners, land managers] Investigate and implement local nature enhancement, water management and soil carbon management projects [IDBs, NE, BA, RSPB, NRT, Norfolk FWAG, Wildlife Trusts, water companies, land managers] Develop and implement tailored habitat management for public benefits; facilitate farmers and land managers in transition to LNR payment scheme [BA, BBP partners, BLMB, BRASCA, RSPB, land managers] Offer advice and practical support to local reed and sedge cutters, incl. extension of cutting areas, new commercial reedbeds, equipment, contracts and training initiatives [BA, BRASCA] 	Broads BWS CANAPE, NCPGS and successor projects Broads CCAP England Peat Action Plan BRASCA action plan	CANAPE , NCPGS and successor grant schemes , ELMs , FiPL , partners	Total area peatland, area restored peatland (ha) Total area under management agreement (ha) % priority habitat in CS and SSSI Partner carbon reduction targets BBP annual review of changes in species numbers and habitat quality

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
		<ul style="list-style-type: none"> Complete nature conservation activities under Broads LPS 'Water, Mills & Marshes' Programme 5: Natural Landscapes by Dec 2023, and develop and implement legacy activities based on evaluation and outcomes of LPS [Broads LPS delivery partners] 	WMM and legacy schemes	NLHF LPS, partners	Broads LPS target data for NLHF
		<ul style="list-style-type: none"> Identify and map potential areas of new net gain priority habitat, wildlife corridors, extended/new field buffer strips and pollinator networks through Local Nature Recovery Plan [NCC, SCC, NSNRP] Provide advice and support to land managers on tailored site-specific measures, particularly in identified high value areas [BBP partners, BCP partners, NCP, land managers] 	Broads BWS	ELMs , partners	# investment plans completed (e.g. econet mapping)
		<ul style="list-style-type: none"> Develop and implement integrated landscape-scale initiatives, incl. NWT/SWT Living Landscapes, RSPB Priority Landscapes [NBP partners, BCP partners, other partners] Develop demonstration connection projects through river valley projects and highways network [NCC, SCC, NSNRP] 	NSNRP	Partners, secured external funding	Individual project delivery targets BBP annual review of changes in species numbers and habitat quality
		<ul style="list-style-type: none"> <i>Green Infrastructure and Recreational Disturbance Avoidance Mitigation Strategies – see strategic objective F4</i> 	n/a	n/a	n/a
B4	Define, implement and monitor management regimes for priority species and invasive non-native species	<ul style="list-style-type: none"> Implement priority species recovery and support programmes, incl. targeted management, spatial mapping, research and species translocation action where appropriate [BBP partners, Highways England] 	Broads BWS	Partners, grants	Distribution of breeding wader pop., # new sites for bittern/ swallowtail, priority INNS data
		<ul style="list-style-type: none"> Carry out invasive non-native species monitoring regimes and awareness campaigns; and make data publicly available on present/potential threats and biosecurity plans/control programmes where threats are highest (e.g. mink, Floating Pennywort) [NNNSI] Implement new biosecurity standards arising from Defra Group Personal Biosecurity Project to minimise risks of field workers accidentally introducing/spreading biosecurity threats [BA] 	NNNSI Broads BWS	Partners, grants	NNNSI data

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
B5	Improve partnership coordination and communication of Broads biodiversity monitoring and research effort, linked to national biodiversity network	<ul style="list-style-type: none"> Carry out research/monitoring to determine impacts of habitat management and manipulation techniques, and coordinate/share findings [BBP partners, BA, EA] (<i>Priority research areas 2022-27: Extension of Broads Biodiversity Audit to include assessment of guilds; Carbon emissions related to land uses; Fen ecology and water levels and quality; Prymnesium ecology and mitigation of impact on fish; Pollutant inputs; Impacts of drought, flooding and salinity; Creating markets for fen materials; Impacts of connectivity, stressors and interaction on freshwater habitats</i>) 	Broads BWS	Research grants	# published papers/ research reports BBP partners annual monitoring and review of changes in species numbers and habitat quality
		<ul style="list-style-type: none"> Complete community-based research and monitoring activities under Broads LPS 'Water, Mills & Marshes' Programme 1: Interpreting the Landscape and Programme 3: Learning and Future Skills by Dec 2023; develop and implement legacy research and monitoring projects based on evaluation and outcomes of Broads LPS [Broads LPS delivery partners] 	WMM and legacy schemes	NLHF LPS, partners	Broads LPS target data for NLHF

Theme C: Maintaining and enhancing the navigation

Introduction

The Broads is an extensive and varied inland waterway system, offering 200 km of boating on lock-free, meandering tidal rivers. The Broads executive area comprises approximately 3113 ha of water space, including 63 permanently open water bodies covering 843 ha (see maps, Appendix C). Many of these water bodies are traditional 'broads' formed from medieval peat diggings, while others are of more recent or different origin, such as the former gravel quarry at Whitlingham County Park. Some broads have public navigation rights, others more limited access (generally for environmental or land ownership reasons), and some are landlocked and inaccessible to craft. The navigation reaches from the quiet headwaters of the rivers Bure, Ant and Waveney to the centre of Norwich and coastal resorts of Great Yarmouth and Lowestoft.

As the harbour and navigation authority, the Broads Authority is responsible for maintaining the navigation area. The Waterways Management Strategy (2022-27) provides the framework for the Authority's practical operations including the management of sediment, aquatic plants, and riverside trees and scrub to benefit the navigation while also ensuring the protection of important water plant communities and refuges and food for wildlife. The maintenance of moorings, slipways and other waterside infrastructure is addressed in Theme E, as part of managing integrated access to and between land and water.

Managing sediment and plants

Dredging is carried out to provide reasonable depths for safe navigation, and to help restore degraded or shallowing water bodies. It also helps improve water quality by removing excess nutrients in the mud, reducing turbidity and creating depth for aquatic plants to flourish and stabilise the bed, and by providing greater capacity for water storage. Dredging the waterways and disposing of dredged material is the largest navigation maintenance cost to the Authority. River bank erosion is a key sediment source, caused by wind, tidal action, boat induced waves and feral geese. Land use and soil and vegetation type on riverbanks and uplands are also contributory factors, with headwaters contributing around 50% of sediment inputs. Climate change predictions point to a continuing rise in sea levels for the south-eastern UK, which will impact the tidal Broads waterways and

A whole catchment approach to sediment management helps to manage sediment coming into the Broads system. The Waterways Management Strategy guides operational priorities to maintain water depth specifications and to dispose of dredged material in cost effective and environmentally sustainable ways, taking account of its value for agriculture, habitat creation, land restoration and flood protection. A carbon budget produced for the Authority's internal operations showed that over 50% of its carbon emissions are being generated by the vehicles, plant and vessels involved in waterways management, providing a focus to reduce emissions (see Theme A) while keeping up with waterways maintenance priorities.

Thriving aquatic plants are part of a healthy ecosystem, and certain species are protected under the Conservation of Habitats and Species Regulations 2010 and the Wildlife and Countryside Act 1981 (as amended). Recent years have seen increasing plant abundance in the rivers and broads, particularly in the upper reaches and smaller isolated broads; plants further downstream in the more tidally influenced areas are typically slower to respond to improving water quality.

In a connected waterways network like the Broads, tackling the spread of certain aquatic invasive non-native species is a huge and ongoing challenge. Practical work tends to focus on preventing the arrival of new species, and on controlling established species that significantly impact navigation or the conservation interest of key sites.

Managing navigation safety and access

The Broads Authority manages the use of the Broads navigation to maintain safety, reduce potential conflicts between different user groups and ease pressure on busy areas. Safety on the waterways is managed through Ranger patrolling, supported by byelaws, codes of conduct and public guidance such as Super Safety Days and the 'Wear It' lifejacket campaign. Safety standards are generally high, although speeding and people falling while getting on and off boats are common problems. An increase in waterways users, including many first-time domestic visitors as a consequence of Covid-19 restrictions globally, saw a surge in safety-related incidents, including sadly a number of fatalities.

The Authority, emergency services and Coastguard work closely together to respond to incidents on the water. In 2021 the Authority increased its complement of Rangers to have a greater daily presence on the system, and produced new safety videos with local hire boat operators to give pre-visit advice to hirers. The Authority also worked with inland waterways bodies to update the Hire Boat Code⁹, which contains new safety aspects including stability requirements and more emphasis on the handover procedure given to hirers. Local policing partnerships including 'Broads Beat' work with the Authority and local businesses to promote a proactive approach to maintaining safety and reducing marine-related crime such as the theft of boats and outboard motors.

A number of initiatives help to avoid overcrowding and visitor pressures in certain areas. The Broads Integrated Access Strategy (see Theme E) focuses on distributing access points and visitor facilities across the Broads system, and a regular boat census monitors boat movements and distribution to help identify stress points at sensitive sites. County GI-RAMS¹⁰ will also aim to mitigate negative impacts from visitor pressure on SAC/SPA¹¹ conservation sites. The potential to open up new areas of navigable water space are very limited, tempered by voluntary restrictions to certain areas of water space that provide key refuges for wildlife, by other environmental or land ownership issues, and by a lack of resources. However, there are quiet access opportunities for smaller, non-powered craft such as canoes and paddleboards above the heads of the navigation.

The Broads Authority works with Network Rail and other operators to make sure road and rail bridges are maintained to allow access to navigators. The work of the Broadland Futures Initiative (see Theme A) includes assessing the potential impacts of climate change and sea level rise on the tidal Broads waterways and

⁹ Code for the Design, Construction and Operation of Hire Boats (the 'Hire Boat Code'), Jan 2022

¹⁰ Green Infrastructure and Recreational Disturbance Avoidance Mitigation Strategies

¹¹ Special Areas of Conservation/Special Protection Areas

the implications for navigators, such as the available air draft and timing of when vessels can pass under bridges, to make sure these and other interests are all considered in determining future management approaches.

Long-term aim

The historic and present importance of the Broads' waterways for navigation, biodiversity and recreation is recognised and valued. The navigation and associated facilities and infrastructure are maintained and enhanced. Waterborne activity across the system is managed carefully to maximise safe enjoyment by all, minimise conflict between users and ease pressure on busy or vulnerable areas. Opportunities to extend the navigable water space are pursued, consistent with nature conservation interests and water resource management. Sediment management provides necessary depths for boating, and dredged material is reused or disposed of in environmentally and economically sustainable ways. Sediment loss from agricultural land and bank erosion is minimal, with sustainable natural and constructed solutions used to protect vulnerable stretches of waterways. Bankside vegetation and water plants are managed in ways that keep waterways open to navigation, do not impact on the ecological or archaeological integrity of sites, and provide for appropriate recreation. Restrictions on navigation due to bridges is minimised and mitigated wherever possible.

Table 5

Theme C: Strategic objectives and key actions

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
C1	Maintain navigation water depths to defined specifications, reduce sediment input and dispose of dredged material in sustainable and beneficial ways	<ul style="list-style-type: none"> Carry out annual dredging programme in priority locations to maximise compliance with defined waterways specifications (based on annual programme of hydrographic surveying, mapping and quantification), and provide water depth data to navigators [BA] Seek additional resources to improve sustainable sediment management [BA and partners] Develop and share inland waterways legislation and good practice for dredging and sediment re-use [AINA, MMO, BA] 	Broads WMS	BA and partners	% annual compliance with waterways specs, up-to-date sediment management legislation & guidance
		<ul style="list-style-type: none"> Identify and prioritise stretches of lost or eroded river bank/island for restoration and implement land management protection, creation and restoration strategies, using innovative sediment re-use techniques where possible [BA, BCP] 	Broads WMS BRCP	Funded schemes, partners	SSSI and WFD condition status, CFE records

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
		<ul style="list-style-type: none"> Promote good practice guidance on minimising bank erosion to recreational users and land owners/managers [BA] 			
C2	Maintain existing navigation water space and develop appropriate opportunities to extend access for various types of craft	<ul style="list-style-type: none"> Develop schemes and agreements to extend navigation access for appropriate craft, consistent with nature conservation interests, flood risk management and archaeological status [BA, partners] 	Broads WMS Broads IAS	BA and partners	Broads IAS action plan targets
		<ul style="list-style-type: none"> Maintain navigation access through bridges and provide clearance information to navigators, incl.: <ul style="list-style-type: none"> Negotiate refurbishment/replacement of Somerleyton and Reedham swing bridges, incl. secured funding and agreed design and mitigation measures, and provide clearance information to navigators [NR, BA] Maintain low bridges, incl. Carrow Bridge, to allow opening/closing for navigators, and provide clearance information to navigators [Bridge operators, BA] 	Network Rail CP6 Delivery Plan NCC Transport Asset Mgt. Plan Broads WMS	Bridge operators	NR CP6 Delivery Plan schedule NR/BA liaison meetings
		<ul style="list-style-type: none"> Develop understanding of long-term trends in water levels and impacts on navigation, and refresh mean water level data using standardised methodology [BA, BFI] 	BFI	Partners	BFI reporting indicators
		<ul style="list-style-type: none"> <i>Management of moorings, slipways and other waterside infrastructure - see strategic objective E1</i> 	n/a	n/a	n/a
C3	Manage water plants and riverside trees and scrub, and seek resources to increase operational targets	<ul style="list-style-type: none"> Carry out annual regimes for water plant cutting in navigation channels in accordance with agreed criteria, and monitor impact on plant species, distribution and abundance [BA] 	Broads WMS	BA	BA annual monitoring of managed river bank, navigation channels, water plants
		<ul style="list-style-type: none"> Carry out annual tree and scrub management regimes in accordance with agreed criteria and Area Ranger strategies for managing hazards to navigation from trees on private land [BA, landowners, community groups] 	Broads WMS	BA	Routine BA Ranger checks; 5-yearly survey of riverside trees

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
C4	Maintain and improve safety and security standards and user behaviour on the waterways	<ul style="list-style-type: none"> Manage adherence to boat safety measures, incl. up-to-date Safety Management System and Boat Safety Scheme [BA] <i>Provision of user safety information - see strategic objective E3</i> Incorporate Hire Boat Code through local licence conditions [BA] Manage navigation aids and up-to-date reference on GIS mapping; carry out navigation infrastructure inspection and maintenance regimes to agreed annual schedules, incl. full review of navigational posts [BA] 	PMSC Hire Boat Code Broads WMS	BA	BSS compliance/ PMSC external audit Boat census, boat user/HBO surveys
		<ul style="list-style-type: none"> Use zoning agreements/protocols and pilot schemes as required for organised water sport activities and events (incl. water skiing, wakeboarding, power boat racing, wild swimming and competitive rowing) and provide up-to-date guidance and signage for participants and other waterways users [BA] 	PMSC Broads WMS	BA	BSS compliance/ PMSC external audit
		<ul style="list-style-type: none"> Through ranger patrolling, events, guidance, training and guidance, promote and improve waterways recreational user safety and security [BA, NC, SC, NWSF, hire boat operators] 	Broads WMS	Partners	NPA (BA) indicators and targets

Theme D: Protecting landscape character and the historic environment

Introduction

The low-lying, interconnected wetland habitats of the Broads follow the edges of level, open marshland and valleys drained by three principal rivers and their tributaries. This is a living and working landscape, created and influenced over thousands of years by patterns of human existence. The [Broads Landscape Character Assessment](#) (2017) summarises the physical processes that have shaped the landscape we see today. It identifies 13 distinct landscape types from coastal dunes and tidal estuary to peat fen, carr woodland and settlement fringe. Within these are 31 individual character areas, each with a unique combination of landscape features and elements.

The shallow lakes we know as ‘broads’ are actually manmade, mostly originating as medieval peat diggings. Arguably this makes the Broads itself one of England’s most extensive industrial monuments. A long history of controlled drainage is evident from the drainage mills, raised and embanked rivers, and dykes. The location and pattern of villages and settlements have been dictated largely by historic social and economic need, with groupings often round a parish staithe, riverside common, ferry or bridge, with isolated churches on the surrounding uplands.

Built and cultural heritage

The significant built heritage value of the Broads is recognised in the designation of 25 Conservation Areas and the scheduling of 15 Ancient Monuments and more than 270 Listed Buildings. Much has been done to protect, conserve and enhance key historic and cultural assets, and seven Listed Buildings at risk were removed from the Register between 2017 and 2021. However, there is still gradual erosion in the condition, quality and distinctiveness of the built environment. Among the most vulnerable assets are more than 70 drainage mills, an iconic and visible feature in this flat landscape. Many of these structures are isolated, inaccessible and in a deteriorating condition. Five-yearly surveys of these buildings and other listed structures is providing important evidence for action.

In line with good practice, a programme of Conservation Area reviews is carried out, with three new Conservation Area Appraisals adopted between 2017 and 2020, helping to acknowledge and preserve the special character of these important places. In many areas, unlisted buildings such as waterside chalets contribute greatly to the local character and are of special significance to local communities, and a Local List is maintained to make sure these buildings are recognised. Legacy planning following the Landscape Partnership Scheme (LPS) ‘Water, Mills and Marshes’ project will continue support local heritage projects, including the repair of drainage mills that are so integral to this landscape. Ongoing support is also needed to preserve, restore and use historic Broads’ craft, including the trading wherries and other small heritage craft, with the legacy of the LPS adding to the work of local groups and trusts to maintain our heritage fleet.

Other important aspects of the area’s heritage are also in danger of being lost if not recognised, protected and supported. Historic England has identified the Broads as a site of Exceptional Waterlogged Heritage, but many of its archaeological features remain hidden and vulnerable to changes in water levels,

development and other land use pressures. Traditional craft industries such as reed and sedge cutting, thatching and millwrighting remain a small but important part of life and landscape management in the Broads but are struggling to survive, as are other local traditions, crafts and cultures.

Geodiversity

The geodiversity of the Broads is an understated aspect of its natural heritage, with many identified sites of interest lacking designation and protection. Risks include the impacts of climate change, including coastal protection work altering the dynamics of marine erosion and sediment transport, and drying out of wetland and oxidation of peat leading to the loss of finite environmental and archaeological archives. Agricultural activity can also adversely impact the historic environment and landscape, such as by removing historic patterns of drainage and water management and separating former water mills from their functional context. County geodiversity action plans for Norfolk and Suffolk help to provide a comprehensive approach to documenting, protecting and enhancing our local geodiversity resources and understanding.

Tranquillity, dark skies and wildness

A sense of tranquillity, dark skies and wildness gives the Broads much of its character and appeal, and visual disturbance and noise and light pollution in or near the area can have an undesirable impact. Tranquillity mapping by the Campaign to Protect Rural England puts most of the Broads at the 'most tranquil' end of the spectrum, and most parts of the Broads have 'intrinsic dark skies' with the potential for some Dark Sky Discovery Sites. The Broads Authority is a member of the UK Dark Skies Partnership, which aims to tackle light pollution in protected landscapes. Within the Broads, measures to protect and enhance tranquillity, dark skies and wildness are encouraged through planning policy and design guidance, and through action such as reducing boat engine noise, zoning water skiing and power boat racing, and undergrounding overhead electricity distribution cables. Having said that, it is the bustling activity in some areas of concentrated leisure development, such as Wroxham and Potter Heigham, that gives those areas their particular character and supports the local economy and communities.

Long-term aim

The Broads remains a dynamic and special landscape with its own sense of place and historic significance. The key physical, historic and cultural elements of landscape character are recognised, retained and actively managed while allowing the landscape to evolve and reflect the interactions between people and nature. Traditional and heritage industries such as boat building, agriculture, thatching and millwrighting thrive and wider local traditions, crafts and oral cultures are maintained and celebrated. Archaeological sites and historic built and cultural assets are recorded, protected and enhanced, halting further degradation and loss and contributing to landscape integrity. The built environment continues to reflect the activities of people living and working here, embracing traditional and innovative design that ensures new and historic structures are compatible with the landscape, energy efficiency is improved, and environmental benefits and socio-economic stability and growth are promoted. Earth heritage features are protected and people understand the evolution of our environment over deep

time. People enjoy the sense of tranquillity, wildness and dark skies; at the same time, the bustling nature of some areas is supported in keeping with the overall character of the Broads and the needs of its communities.

Table 6

Theme D: Strategic objectives and key actions

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
D1	Record, protect and enhance local built and cultural features, archaeology, geodiversity and potential hidden heritage, including ‘at risk’ assets	<ul style="list-style-type: none"> Maintain comprehensive Heritage at Risk (HAR) Register and work with building owners to remove sites from register [BA] Maintain Broads Local List of heritage assets and carry out 5-yearly, thematic and conservation area-based surveys of assets for inclusion on list [BA, parish councils] Produce planning guidance for ‘at risk’ heritage assets as appropriate, including those at risk from flooding [BA, HE, NCC] 	HAR Register Broads Local List	Parish Councils, building owners, partners	# buildings removed from HAR Register # new heritage assets added to Local List £ funding and # new projects
		<ul style="list-style-type: none"> Complete Broads LPS ‘Water, Mills & Marshes’ Programmes 1: Interpreting the Landscape, 3: Learning and Future Skills, 4: Historic Landscapes, and 5B: Natural Landscapes (by Dec 2023); develop and implement legacy interpretation activities based on evaluation and outcomes of LPS [Broads LPS delivery partners] 	WMM and legacy schemes	NLHF LPS, partners	Broads LPS target data for NLHF
		<ul style="list-style-type: none"> Develop evidence base and policy to improve awareness, understanding and protection of the Broads’ exceptional waterlogged archaeology, and develop management plan [NAT, BA, NCC, SCC, HE] Implement measures to document, protect and enhance local geodiversity sites and assets across identified work areas in county Geodiversity Action Plans [NGP, GeoSuffolk] 	Norfolk and Suffolk County Geodiversity Action Plans	Partners	Evidence base and management plan
		<ul style="list-style-type: none"> Complete Broads LPS ‘Water, Mills & Marshes’ Programmes 3A: Heritage Construction Skills Training and 4E: Land of the Windmills (by Dec 2023); develop legacy opportunities for skills training and apprenticeships [Broads LPS delivery partners]; 	WMM and legacy schemes	NLHF LPS, BEEN & FE providers, BIS/BEIS	Broads LPS target data for NLHF # trainees/ work experience

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
		<ul style="list-style-type: none"> Provide vocational heritage skills training and work experience opportunities [FE providers, BEEN, BA, Broads LPS legacy] <i>Support local reed and sedge cutting industry – see objective B4</i> 			participants in target schemes
D2	Maintain an up-to-date Broads Landscape Character Assessment and use to inform conservation action plans	<ul style="list-style-type: none"> Refresh Broads Landscape Character Assessment [BA] Use Broads Landscape Conservation Action Plan to inform completion of Broads LPS ‘Water, Mills & Marshes’ programmes and development of legacy opportunities [Broads LPS partners, BA] 	Broads LCAP CAA schedule WMM and legacy schemes	NLHF LPS, partners	Broads LPS target data for NLHF
D3	Maintain up-to-date Conservation Area designations, appraisals and management proposals	<ul style="list-style-type: none"> Implement 5-year programme of Conservation Area Appraisal reviews to provide up-to-date Conservation Area designations, appraisals and management proposals; designate new Conservation Areas as appropriate [BA, LAs, parish councils] 	CAA schedule	Partners	CAA 5-year schedule (BA)
D4	Reduce the impacts on the Broads of visual intrusion and noise and light pollution, and promote Dark Sky Discovery Sites	<ul style="list-style-type: none"> Implement funded schemes in scheduled Broads undergrounding wires programme and bid for further schemes [Ofgem/UK Power Networks, BA] 	UKPN Schedule 9 Statement	Ofgem/UK Power Networks	Ofgem/UKPN programme schedule
		<ul style="list-style-type: none"> Refresh Broads dark sky mapping assessment and monitoring, and apply for status of Dark Sky Discovery Sites in the Broads [BA] 	Dark Sky Discovery Sites	BA	Dark sky mapping

Theme E: Promoting understanding and enjoyment

Recreation and integrated access

More than eight million people a year¹² visit the Broads National Park to enjoy outdoor activities on land and water. The area contains more than 200km of inland navigable lock-free waterways, part of National Cycle Route 1, and 303km of public rights of way including three county long distance trails and part of the national England Coast Path trail. The coast and urban centres such as Norwich and Great Yarmouth also provide opportunities for open access and recreation.

There are currently more than 12,000 craft licenced to use the Broads. While most are privately owned, the hire boat industry remains a significant part of the Broads economy, and diversification and improvements in environmental and quality standards have been crucial to its ongoing survival. There has been a trend in recent years towards bigger boats, but small craft such as canoes and stand up paddle boards are also becoming increasingly popular, particularly with young people. Sailing has been part of the Broads way of life since the 19th century and remains integral to the landscape. User safety on the water has become a growing focus, as highlighted in Theme C (Maintaining and enhancing the navigation). Other popular activities on land and by the water include angling, walking, cycling, horse riding and visiting local sites of interest. The strong appeal of the local wildlife, notably birds, boosts visitor numbers throughout the year.

All these activities rely on good public access on land and between land and water, along with appropriate visitor facilities. It is also important to provide access in ways that will not damage fragile wetland habitats or disturb wildlife. Due to its geography and waterways network, much of the area is also relatively difficult to access and the best (and sometimes only) way to reach certain parts of the system is by water. In common with other National Parks, most visitors come to the Broads by private car. In some areas, particularly popular sites, this contributes to carbon emissions, increases seasonal traffic congestion and demand for parking, and creates a contradictory impression to visitors who expect the area to be tranquil. There are, however, three railway lines serving many of the smaller settlements between Norwich, Great Yarmouth and Lowestoft, good bus services in some areas, and a number of community transport schemes based in and around Broads villages.

Proposals to improve access to and around the Broads, linked to destination points, services and sustainable transport are identified in the [Broads Integrated Access Strategy](#). However, action often depends on gaining realistic landowner agreements, and on having sufficient resources both to carry out works and to maintain the overall network in the longer term. Other access, travel and local plans, including the emerging 30-year Transport Strategy for the East and county-led plans, all identify the need for more investment in public transport, walking and cycling facilities, and links between visitor hubs such as rail stations, town centres, tourist attractions and moorings.

¹² STEAM data for Broads and area of influence

Regenerative tourism

Tourism is a major contributor to the Broads' economy, and the area's attractions also recognise the significant appeal of the surrounding area including the historic city of Norwich, seaside resorts like Great Yarmouth and Lowestoft, and the North Norfolk coast, part of which is designated as an Area of Outstanding Natural Beauty.

[The Tourism Strategy for the Broads \(2016\)](#) focuses on high quality, year-round sustainable activity, with connected benefits for local communities and conservation. Its main aims are to raise awareness of this unique wetland, strengthen the tourism offer and manage the flow of visitors around the Broads, encouraging exploration and environmental awareness. The emphasis for the UK National Parks family is now moving from sustainable tourism to 'regenerative tourism' – activity that goes one step further and contributes tangibly toward the regeneration of the places and communities in which it operates. This will be reflected in our updated Tourism Strategy, due to be adopted in 2023.

The Broads has a unique offer to a wide range of audiences, although its place within the UK National Parks family is still not widely recognised. Public sector cuts continue to affect support for tourism marketing, management and infrastructure, and stronger working between local authorities and the private sector is vital in supporting the industry. Recognised issues include a lack of visitor facilities in some areas, inconsistent quality in accommodation and catering, and a shortage of labour, skills and volunteers. Opportunities include private sector interest in sponsorship, and the growing trend for 'experiential' activities that bring the area's nature, landscape and cultural heritage to life. The primary markets for the Broads include domestic visitors on short breaks, couples and families on longer holidays, and day visits by local residents and coastal holidaymakers. There is also forecast growth in other markets such as young independent travellers, groups, and people with special needs.

As in many other sectors, tourism has been impacted by the Covid-19 pandemic. In 2020, tourism in the Broads and area of influence brought in around £382m and 4.76m visitors, compared with £665m and 8.2m visitors in 2019¹³. Periods of lockdown, especially at high points of the holiday season, required new ways of working for local businesses, often at reduced capacity and increased cost, and sustainable tourism slipped down the priority list as survival and adaptation became paramount. Conversely, easing of Covid-19 restrictions created a surge in domestic holidays in 2020 and 2021, with a huge increase in new and younger waterways users to the Broads during a condensed season. While this was positive for local businesses, coping with such high visitor numbers also brought significant safety and environmental problems. It is too early to say how the trends caused by Covid-19 might influence tourism in the longer term.

¹³ STEAM annual data 2020 and 2019

Visitor information

Clear, consistent and coordinated information about the area help to strengthen visitor understanding and enjoyment, both before and during their visit. In 2015 the Broads Authority agreed to brand the area as the 'Broads National Park', to promote more clearly its National Parks UK membership credentials and special qualities. While the Broads may mean different things to different people, branding and key messages aim to capture the area's essence and value, and encourage people to value and care for it.

Long-term aim

The value of the Broads National Park as a place for escape, adventure, enjoyment, inspiration and reflection is recognised and treasured. The area offers a wide range of high quality, distinctive and memorable activities on water and on land, in suitable locations and in harmony with the special status and qualities of the area and its communities. Boating remains integral to local recreation, alongside other popular pursuits of angling, walking, cycling and experiencing the rich natural and cultural assets of this wetland landscape. Year-round regenerative tourism actively supports the natural environment and a thriving local economy. Physical access on and between land and water is managed sensitively to maximise the health and wellbeing benefits of open space to all, while ensuring the resource itself is not degraded. Where possible, improvements are made to the access network, linked to visitor destination points and sustainable transport. Clear, consistent and high-quality information helps people to understand, respect and enjoy the area's special qualities. The natural, built and cultural heritage and local traditions that reflect the character of the Broads are understood, documented and promoted.

Table 7

Theme E: Strategic objectives and key actions

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
E1	Improve the integrated network of access routes and points (with easier access for people with mobility and sensory needs), linked to visitor facilities	<ul style="list-style-type: none"> Create and maintain web-based map of Broads visitor infrastructure and facilities incl. moorings, hook up points, etc. [BA] 	Broads IAS	BA	IAS targets
		<ul style="list-style-type: none"> Implement working agreements and other measures to improve strategic network of toilet facilities (incl. Changing Places accessible toilets) and refuse & recycling facilities [BA, LAs, local businesses] Develop and implement 5-year maintenance delivery plan for network of solar/electric hook up points [BA] 	Broads IAS EtB initiative EV and AFS strategies	BA, LAs, local businesses	IAS targets

		<ul style="list-style-type: none"> • Maintain BA 24-hour free mooring network, informed by boat census and strategic priority sites data [BA] • Install new small craft launch facilities linked to parking, craft hire points and published trails [BA, BC, BLAF, HBOs, RWSP] • Implement projects in county Access Improvement Plans/Green Infrastructure Plans and River Wensum Strategy to improve provision of access points between land and water and mooring/stopping points [NCC, SCC, BLAF, RWSP, BA] 	Broads IAS RWS County AIPs/GIPs	BA, BLAF, partners	Broads IAS targets BA boat census BA maintenance & repair schedule and 10-year repiling targets
		<ul style="list-style-type: none"> • Implement Norfolk Local Cycling and Walking Infrastructure Plan and East Suffolk Walking & Cycling Strategy; Develop new cycleways and cycle hire provision schemes, incl. Active travel routes and Norfolk Trails) [NCC, SCC, BA, BLAF, RSPB]; • Implement projects in county Access Improvement Plans (AIPs) and Broads Integrated Access Strategy to promote circular horse-riding routes [NCC, SCC, BA, BLAF] • Promote action through local transport improvement plans to improve transport to and within the Broads, e.g. Bus Back Better Strategy [NCC, SCC, BA] 	Broads IAS Broads STS Transport Strategy for the East and county transport improvement plans County AIPs/GIPs	Partners	Strategic plan targets
		<ul style="list-style-type: none"> • Implement agreed initiatives to support local fisheries and provision of Broads' angling facilities [EA, angling bodies/community groups] 	Community angling plans Broads STS	Partners	Plan targets
E2	Offer a coordinated and year-round programme of visitor activities that promote a 'Broads' experience', taking measures to prevent	<ul style="list-style-type: none"> • Provide and promote annual, year-round visitor events programme, incl. Outdoors in the Broads, Walkability, Royal Norfolk Show, Dark Skies Festival [BT, BA, DMOs, NGOs, AONBs] 	Broads STS	Partners	# and spread of events, visitor attendance
		<ul style="list-style-type: none"> • Create and promote year-round, high quality/low environmental impact 'experiential' itineraries, events and packages, linked into coastal and urban visitor offers [BT, BA, LPS partners, HBOs, TBs, WCOs, LAs, NGOs] 	Broads STS	NA LEP, EXPERIENCE project (NCC). partners	Visitor/event surveys, BA boat census

	any adverse environmental impacts	<ul style="list-style-type: none"> Complete activities under Broads LPS 'Water, Mills & Marshes' Programmes 1: Interpreting the Landscape and 2: Exploring the Landscape and access improvements to Angles Way; Develop and implement legacy interpretation projects based on evaluation and outcomes of LPS [Broads LPS Board delivery partners] 	WMM and legacy schemes	NLHF LPS, partners	Broads LPS target data for NLHF
E3	Maintain and upgrade the range and provision of integrated multimedia interpretation about the special qualities of the Broads National Park, and 'point of need' information for visitors	<ul style="list-style-type: none"> Promote the Broads National Park identity, incl.: <ul style="list-style-type: none"> Maintain up-to-date Broads National Park and Visit the Broads social media channels and Visit the Broads website, linked to destination websites at local to international level [BA and partners] Deliver multimedia destination marketing campaigns featuring Norfolk & Suffolk, East of England, UK waterways and UK National Parks [BA and partners] Promote Broads National Park brand at local sites and events, provide brand assets and guidelines to local businesses, and install brand signage, promotional art and interpretation at appropriate locations [BA and partners] 	Broads STS	Partners	BA social media metrics, survey data
		<ul style="list-style-type: none"> Provide comprehensive on-site information to visitors, incl.: <ul style="list-style-type: none"> Maintain Broads information presence at strategic hubs incl. yacht stations, visitor centres, gateways and key sites; provide Wi-Fi access at yacht stations and visitor centres [BA] Produce and promote Broads visitor newspaper, Broadsheet, trail/location maps, interactive tools and creative projects (e.g. visual arts, drama) [BA] Improve availability and range of information on easier access within the Broads [BA and partners] 	Broads STS	Partners	BA visitor centre usage, print distribution numbers, social media metrics
		<ul style="list-style-type: none"> Provide information and other resources to encourage environmentally aware and responsible visitor behaviour (e.g. litter 	Broads STS	Partners	Visitor survey data, boat handover surveys

		disposal, use of barbecues, recognising invasive species, accessing protected habitats) [BA and partners] • Provide safety information and support to recreational users and tourism businesses - <i>also see strategic objective C4</i>			
E4	Strengthen the quality and distinctiveness of the local tourism offer, including careers and skills training	• Implement measures to assess and guide quality and environmental sustainability standards and local distinctiveness in local tourism provision, incl. quality assurance certification/ award schemes and visitor feedback sites [BT partners, TBs, NA LEP, BA]	Broads STS	BT Marketing Plan grants, partners, NA LEP	Visitor feedback survey data, # quality/ certification schemes in place
		• Provide tailored tourism staff recruitment and training programmes and events through hire boat operators and tourism businesses; develop and offer initiatives to young people wishing to pursue tourism-related careers [BT partners, DMOs, TBs, BHBF, NA LEP, BA]	Broads STS	Partners, NA LEP	Visitor surveys, # training courses/ young people entering industry

Theme F: Connecting and inspiring communities

Landscapes for everyone

The [Landscapes Review](#) recognises that our National Parks and other protected landscapes are sometimes seen as an exclusive, mainly white and middle-class club, with rules only members understand and too little done to encourage first time visitors. Those who miss out tend to be older people, the young, those from lower socio-economic groups, people with disabilities and black, Asian and minority ethnic communities. The Review sets out proposals to help people from all walks of life, ages and abilities to experience and enjoy these special landscapes. The Covid-19 pandemic has also given many of us a new perspective on the personal appeal and value of getting out into nature for our physical and mental health and wellbeing. At a local level, experience shows that a first-time visit is often enough to show someone that the Broads is not an exclusive club, but it is also important to provide practical and longer-term support for those who need it.

People can feel disconnected from the natural environment for various reasons, such as a lack of physical or cultural access, mobility, information or simply motivation. Offering accessible, affordable and inspiring opportunities can encourage people to ‘go the extra mile’ and reconnect - or perhaps connect for the first time - with all that nature has to offer. A recent success is the ‘Water, Mills and Marshes’ programme, which has delivered outreach projects enabling under-represented groups, including local migrant communities and young people, to experience the Broads at first hand. Another positive initiative is social prescribing, which recognises the benefits of the outdoors for all-round health and wellbeing. Environmental education, outreach and volunteering are highlighted below, while other access issues such as integrated travel routes and transport are discussed in Theme E.

Environmental education

The Broads is a wonderful outdoor resource for environmental education as a ‘classroom without walls’, and for wider outreach. Our long-term aim is that the Broads is a source of enjoyment, learning and personal development for every child in Norfolk and Suffolk during their school career, echoing the ‘night under the stars’ ambition of the Landscapes Review. However, providers often have to focus limited resources where they are likely to have most impact, particularly for young people who might otherwise not have a chance to experience an outdoor landscape like the Broads. The [Education Strategy for the Broads](#) identifies the need to increase these resources to build upon existing school-based and outreach activities, including legacy projects following the end of the ‘Water, Mills & Marshes’ scheme in 2023, and initiatives and partnerships established by Generation Green.

Volunteering

Volunteering is a long-established way to involve people in their local landscape, from practical conservation and survey work to supporting education and recreation events. An important focus for the future is to retain and build our volunteer resources by offering more varied and flexible volunteering opportunities to suit everyone, whatever their personal circumstances.

Local development

The Broads Authority executive area straddles parts of six district authority areas (Broadland, East Suffolk, Great Yarmouth, North Norfolk, Norwich and South Norfolk) and is home to around 6,500 people. The Broads Authority is the local planning authority, while the district councils retain all other local authority powers and responsibilities. County planning responsibilities, including minerals and waste planning, sit with Norfolk and Suffolk County Councils. The [Local Plan for the Broads](#) helps to achieve the strategic objectives of the Broads Plan through development management policies that seek to preserve and improve the built environment and economy while protecting and enhancing its biodiversity, waterways, landscape character and historic environment.

The National Planning Policy Framework identifies the Broads as an area where development may be restricted because of its landscape and scenic beauty. However, it is bordered by areas identified as urban growth locations including Norwich, Great Yarmouth and Lowestoft (all 'gateways to the Broads') and the Local Needs Housing Assessment¹⁴ calculates that 358 new dwellings are needed for the Broads by 2041. While development and regeneration attracts business investment, contributes towards local services and infrastructure improvements and supports a higher quality of life, growth at the scale being planned is not without environmental impact. Robust planning policies and co-operation between the relevant local planning authorities will continue to be essential. Green Infrastructure and Recreational Disturbance Avoidance Mitigation Strategies (GI-RAMS) will be used to help prevent additional recreational pressure on European designated sites, in part due to the proposed housing growth in the wider local area.

Income generation

Section 1.3 highlights the pressures on the Broads Authority's income, and the need for those managing England's protected landscapes to seek increased and more diverse sources of funding. The Authority will continue to work with its Broads Plan partners and the National Parks family to improve income generation to support local projects.

Long-term aim

People from all walks of life and all ages and abilities are able to connect with the Broads for their health and wellbeing. Educational and outreach opportunities make use of the area's natural and cultural assets to inspire and motivate everyone, especially young people, as part of lifelong learning. People feel actively involved in decisions about the future of the Broads. Volunteering provides beneficial opportunities for enjoyment, wellbeing and enhanced life skills, and is recognised as a valuable resource in looking after the Broads. Strong planning frameworks and cross-boundary cooperation

¹⁴ Great Yarmouth Borough Council and the Broads Authority: Local Needs Housing Assessment 2022: ORS draft report, April 2022

between local authorities provide vibrant opportunities for socio-economic and environmental sustainability, regeneration and diversification in ways that continue to protect and enhance the distinctive character and assets of the Broads and support thriving local communities.

Table 8

Theme F: Strategic objectives and key actions

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
F1	Increase and promote accessible and ‘taster’ activities that foster physical and mental health and wellbeing for all, including under-represented groups	<ul style="list-style-type: none"> Build on legacy of Generation Green initiative and Broads LPS ‘Water, Mills & Marshes’ programmes & mental health research to develop new partnership projects via Norwich Integration Partnership, Restoration Trust, social housing providers, etc [BA, GG, WMM, other partners] Provide accessible, affordable ‘try it out’ activities for new and under-represented audiences [community/ amenity groups, local businesses, other partners] Provide nature-based health & wellbeing activities, e.g. Active Outdoors, Wellbeing Walks, Green Gym, social prescribing/ community connectors schemes [LAs, health & social care sector, volunteer sector, other partners] 	WMM and legacy schemes Partnership schemes	NLHF LPS, local businesses, other partners	Broads LPS target data for NLHF NHS wellness statistics (to be determined)
F2	Offer varied, flexible and sustainable volunteering opportunities and skills training to suit diverse audiences	<ul style="list-style-type: none"> Update BA Volunteer Strategy 5-year action plan [BA] Provide varied, flexible volunteering opportunities (incl. ‘casual volunteering’ events) and associated skills training through multiple sources and sites [BA, TCV, VN, WCO, other partners] 	Broads VS Partner volunteer programmes	Partners	NPA (BA) annual indicator data
		<ul style="list-style-type: none"> Implement opportunities through Broads LPS ‘Water, Mills & Marshes’ Programme 3D: Broads Young Rangers and 3E: People Engagement; Develop legacy volunteering opportunities and projects based on evaluation and outcomes of LPS [Broads LPS delivery partners] 	WMM and legacy schemes	NLHF LPS, partners	Broads LPS target data for NLHF
F3	Provide and expand schools-based and	<ul style="list-style-type: none"> Update BA Education Strategy 5-year action plan [BA] 	Broads ES Broads Curriculum	BEEN, other education providers	# participants in target schemes

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
	outreach environmental education opportunities for young people, using the Broads as a learning resource	<ul style="list-style-type: none"> Produce enhanced range of environmental education schemes, activities and resource tools (incl. Broads Curriculum materials and teacher training support) and promote/deliver to local schools [BA, BEEN partners] 			
		<ul style="list-style-type: none"> Complete schools-based educational opportunities under Broads LPS 'Water, Mills & Marshes' programmes; develop and implement legacy youth learning and future skills opportunities based on evaluation and outcomes of LPS [Broads LPS delivery partners] 	Broads ES	NLHF funding, partners	Broads LPS target data for NLHF
		<ul style="list-style-type: none"> Build resource capacity to deliver more outreach educational activities for school-aged children by sourcing external funding and sponsorship, training volunteer supervisors and other means [BA, BEEN] 	Broads ES	Partners	Additional new resources in place
		<ul style="list-style-type: none"> Implement projects for young people focused on skills training, practical experience and progression, incl.: <ul style="list-style-type: none"> Build capacity to continue objectives of Generation Green initiative, incl. employing project officers to maintain links with YHA residential experiences, and develop successor projects [GG partners, others] Provide and expand range of life skills outreach programmes, award and apprenticeship schemes (incl. John Muir Award, Forest Schools, BA Youth Rangers, Broads Discovery Days), and progression routes for participants [BEEN, Broads LPS delivery partners] 	Broads ES	Partners, award schemes, apprenticeship schemes Access Unlimited Coalition	# participants in target schemes, participant feedback
F4	Provide up-to-date planning policy, site-specific allocations and planning guidance to support local community needs and ensure	<ul style="list-style-type: none"> Review and update Local Plan for the Broads and provide planning advice, incl. pre-application service [BA] Produce, adopt and promote new Design Guide for the Broads in line with NPPF requirements [BA, parish councils] Engage with local communities, stakeholders and prescribed local 'duty to cooperate' bodies on strategic planning matters [BA, LPAs] 	Local Plan for the Broads, other LA Local Plans GI-RAMS	BA, LPAs	NPA planning targets, duty to cooperate principles met

Ref	Strategic objectives	Key actions 2022-27 [lead delivery partners]	Delivery links	Resources	Monitoring
	development happens within environmental limits	<ul style="list-style-type: none"> Implement Green Infrastructure and Recreational Disturbance Avoidance Mitigation Strategies to extend and protect biodiversity value of sites [NSNRP, NCP, NSPG] 			
		<ul style="list-style-type: none"> Develop site masterplans and funding bids to support proposals for strategic sites with significant built, cultural, natural heritage, recreation or green infrastructure value, incl. Hoveton Riverside Park, How Hill, Whitlingham Country Park [BA, LPAs, HHT, WCT] 	Site management plans	Partners	Site management plan targets
F5	Increase income generation to support Broads-themed projects	<ul style="list-style-type: none"> Support and develop partnership income generation, e.g. private and blended financing models for nature recovery, carbon credits, corporate sponsorship, National Parks Partnerships initiatives, visitor giving schemes, retail sales at visitor centres, etc. [BA, BT, NPE, NA LEP, charities/trusts] 	NPP Love the Broads	Broads Trust, businesses, other partners	Love the Broads data NPP data New income generation streams

Appendices

Appendix A: Broads Plan partners

Many organisations, groups and partnerships help to deliver the strategic objectives of the Broads Plan, including those listed below. See Appendix B for a list of abbreviations used in the plan.

[Anglian Water](#) provides a water supply to much of the Broadland catchment and sewerage services throughout the catchment. [Essex & Suffolk Water](#) supplies water to parts of the south and east of the catchment.

The [Broadland Catchment Partnership](#) aims to improve the water environment and provide wider benefits for people and nature through a coordinated catchment-based approach. The partnership is co-hosted by the BA and the Norfolk Rivers Trust.

The goal of the [Broadland Futures Initiative](#) (BFI) is to agree a framework for future flood risk management that copes more effectively with our changing climate and rising sea level.

The [Broads Biodiversity Partnership](#) seeks to improve biodiversity through a coordinated approach at a landscape scale. The group is hosted by the Broads Authority.

The [Broads Environmental Education Network](#) (BEEN) involves education bodies, charities, businesses and others in improving people's understanding of the Broads, including through the 'Broads Curriculum' online resources for schools.

The **Broads and Norfolk Coast Land Managers Board** manages the local [Farming in Protected Landscapes](#) grant scheme, supporting farmers and land managers to carry out projects that benefit the natural environment, mitigate climate change impacts, provide public access and support nature-friendly, sustainable farm businesses.

The [Broads Local Access Forum](#) is a semi-independent body established under the Countryside and Rights of Way Act. It advises the Broads Authority on improving and promoting access to land within the Broads and adjacent parts of Norfolk and Suffolk.

[Broads Tourism](#) is a forum for local tourism businesses through [Visit the Broads DMO](#). It aims to promote the Broads as a high quality,

'green' visitor destination through quality standards, staff training and clear, coordinated messages that define the area's status and special qualities.

The Broads Executive Area straddles six **District Council** areas: [Broadland](#), [East Suffolk](#), [Great Yarmouth](#), [North Norfolk](#), [Norwich](#) and [South Norfolk](#). The councils provide a range of community services including housing, planning, and waste collection and recycling. The coastal councils are also coastal erosion risk management authorities.

Within the Broads area, the [Environment Agency](#) is responsible for water quality and resources, fisheries, conservation and ecology, the regulation of major industry including waste and the treatment of contaminated land, and for managing flood risk from main rivers, reservoirs, estuaries and the sea.

The [Greater Norwich Development Partnership](#) involves Broadland, Norwich and South Norfolk councils working on a Joint Core Strategy that sets a long-term vision and development objectives for the area. The Broads executive area must be regarded in the Joint Core Strategy.

[Historic England](#) is a public body offering expert advice on heritage issues and promoting the wider conservation of the historic environment. English Heritage, as an independent charity, oversees the National Heritage Collection of historic properties.

[Internal Drainage Boards](#) are independent public bodies responsible for managing water levels in low-lying areas. As the district land drainage authorities, IDBs supervise land drainage and flood defence works on ordinary watercourses.

Lead Local Flood Authorities manage the risk of flooding from surface water, groundwater and ordinary watercourses and lead on community recovery. [Norfolk County Council](#) and [Suffolk County Council](#) are LLFAs.

The [National Farmers Union](#) (NFU) champions British agriculture and horticulture, campaigns for a sustainable future for British farmers and provides professional representation and services to its farmer and grower members.

[National Parks England](#) promotes the needs of the country's 10 National Parks. More widely, [National Parks UK](#) looks after the interests of the 15 National Parks in England, Scotland and Wales.

The [National Trust](#) is a charity working to preserve and protect historic places and spaces. It is one of the UK's largest landowners and owner of a large number of heritage properties, including historic houses and gardens, industrial monuments, and social history sites.

[Natural England](#) aims to enhance England's wildlife and landscapes and maximise the benefits they bring to the public. It focuses on agri-environment land management, habitat and landscape conservation, coastal public access and National Trails, and conservation designation.

The [New Anglia Local Enterprise Partnership](#) works with businesses and public sector partners to drive enterprise in Norfolk and Suffolk.

The [Norfolk Biodiversity Partnership](#) has a shared vision for the conservation, enhancement and restoration of the county's biological diversity.

The [Norfolk Coast Partnership](#) and [Suffolk Coast & Heaths AONB Partnership](#) are designated as outstanding landscapes whose distinctive character and natural beauty are so precious that it is in the nation's interest to safeguard them. Part of the Norfolk Coast AONB overlaps with the Broads Authority executive area.

[Norfolk County Council](#) and [Suffolk County Council](#) are responsible for a wide range of public services within their respective counties including social care, public safety, roads and transport, education, environment and waste management. As highway authorities, their responsibilities include public rights of way for the Broads.

The [Norfolk Geodiversity Partnership](#) and **GeoSuffolk** record, conserve and promote appreciation of the local geological and geomorphological diversity.

The [Norfolk Rivers Trust](#) works to restore, protect and enhance the water environments of Norfolk for wildlife and people through conservation, education and advice.

The [Norfolk & Suffolk Broads Charitable Trust](#) (Broads Trust) manages the 'Love the Broads' fundraising initiative and promotes improvements for people who work in, live in and visit the Broads.

The **Norfolk & Suffolk Nature Recovery Partnership** was set up to help deliver the 25-year Environment Plan commitment to create a national Nature Recovery Network of biodiversity-rich places.

[Norfolk Wildlife Trust](#) and [Suffolk Wildlife Trust](#) are charities working to protect and enhance county wildlife and wild places including reserves, and promote environmental education. Norfolk Wildlife Trust is the oldest Wildlife Trust in the country.

More than 90 **parish councils** sit partly within the Broads Authority executive area. The level of government closest to the community, they represent local interests, deliver services to meet local needs and support community life and wellbeing.

The [River Wensum Strategy Partnership](#) delivers projects to enhance the river corridor through Norwich and increase its access and use by the public.

The [RSPB](#) is a nature conservation charity that protects and manages special places for wildlife, save species from extinction and encourages people to experience and help protect wildlife and nature.

[Whitlingham Charitable Trust](#) was set up in 1988 to manage Whitlingham Country Park, a gateway to the Broads, as an open place where the public can enjoy quiet pursuits in a rural environment.

Appendix B: Abbreviations

Table 9

Abbreviations used in Broads Plan

Abbreviation	Meaning
AINA	Association of Inland Navigation Authorities
AIP / GIP	Access Improvement Plan/ Green Infrastructure Plan
AONB	Area of Outstanding Natural Beauty
AW / ESW	Anglian Water / Essex & Suffolk Water
BA	Broads Authority
BBP	Broads Biodiversity Partnership
BC	British Canoeing
BCP	Broadland Catchment Partnership
BEEN	Broads Environmental Education Network
BEIS / BIS	Dept. for Business, Energy & Industrial Strategy / Dept for Business, Innovation & Skills
BFI	Broadland Futures Initiative
BHBF	Broads Hire Boat Federation
BLAF	Broads Local Access Forum
BLMB	Broads Land Management Board
BMF	British Marine Federation
BRASCA	Broads Reed and Sedge Cutters Association
BRCP	Broadland Rivers Catchment Plan
Broads BWS	Broads Biodiversity and Water Strategy
Broads CCAP	Broads Climate Change Action Plan
Broads ES	Broads Education Strategy
Broads IAS	Broads Integrated Access Strategy
Broads LCAP	Broads Landscape Character Assessment Plan
Broads LPS	Broads Landscape Partnership Scheme
Broads STS	Broads Sustainable Tourism Strategy
Broads VS	Broads Volunteer Strategy
Broads WMS	Broads Water Management Strategy
BSS	Boat Safety Scheme
BT	Broads Tourism
CAA	Conservation Area Appraisal
CAMS	Catchment Abstraction Management Strategy
CANAPE	Creating a New Approach to Peatland Ecosystems
CFE	Campaign for the Farmed Environment
CFMP	Catchment Flood Management Plan
CS	Countryside Stewardship
CSF	Catchment Sensitive Farming
DMO	Destination Management Organisation
DWWP	Diffuse Water Pollution Plans
EA	Environment Agency
ELMS	Environmental Land Management Schemes
EtB	Electrifying the Broads
EVS/AFS	Electric Vehicle and Alternative Fuels Strategies
FE	Further Education
FiPL	Farming in Protected Landscapes
FRMP / FRMS	Flood Risk Management Plan / Flood Risk Management Strategy
FWAG	Farming & Wildlife Advisory Group
GG	Generation Green
GI-RAMS	Green Infrastructure / Recreational Disturbance Avoidance Mitigation Strategies

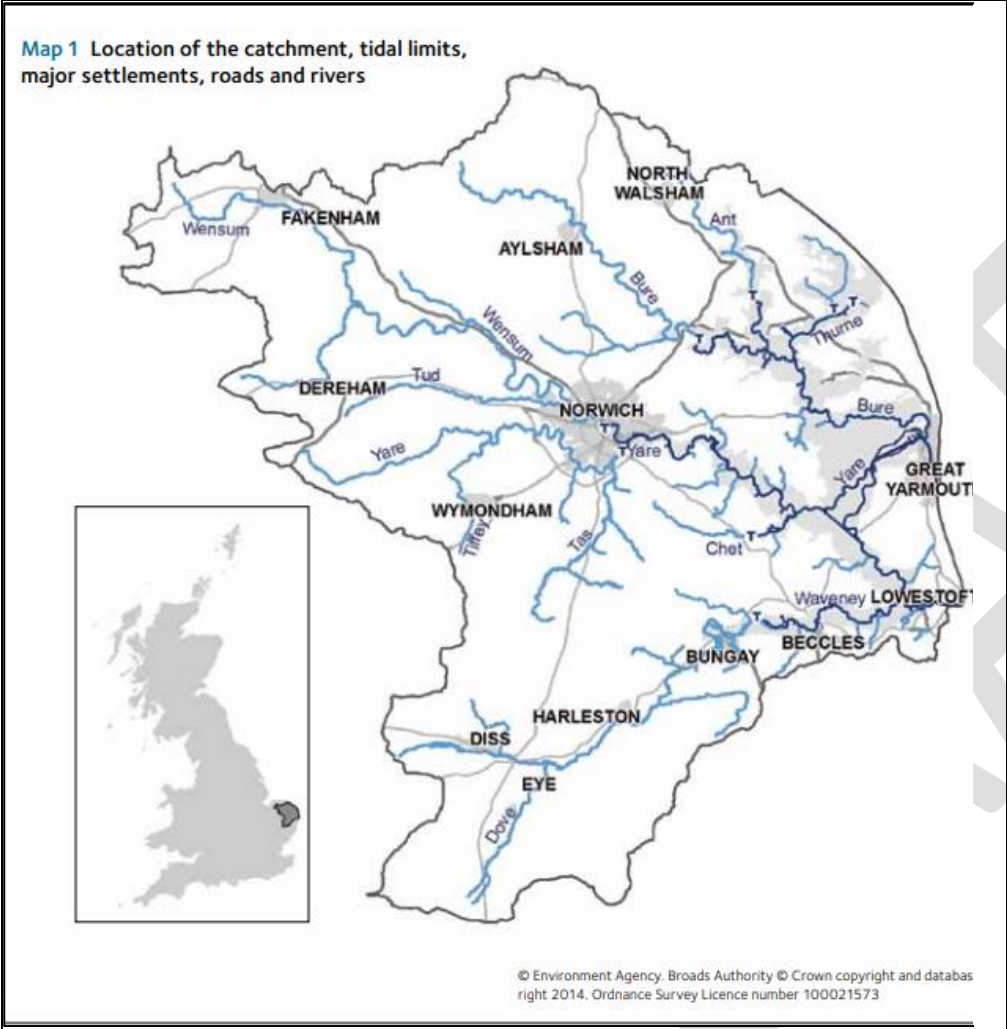
Abbreviation	Meaning
HBO	Hire Boat Operators
HE	Historic England
HHT	How Hill Trust
HLF	Heritage Lottery Fund
IDB	Internal Drainage Board
LA/ LPA	Local Authority / Local Planning Authority
LLFA	Lead Local Flood Authorities
LNR	Local Nature Recovery
MMO	Marine Management Organisation
N&SNRP	Norfolk and Suffolk Nature Recovery Partnership
NA LEP	New Anglia Local Enterprise Partnership
NAT	Norfolk Archaeological Trust
NBIS	Norfolk Biodiversity Information Service
NBP	Norfolk Biodiversity Partnership
NC / SC	Norfolk Constabulary / Suffolk Constabulary
NCC / SCC	Norfolk County Council / Suffolk County Council
NCPGS	Nature for Climate Peatland Grant Scheme
NE	Natural England
NGO	Non-Governmental Organisation
NGP	Norfolk Geodiversity Partnership
NLHF LPS	National Lottery Heritage Fund Landscape Partnership Scheme
NNNSI / INNS	Norfolk Non-Native Species Initiative / Invasive non-native species
NP / NPA	National Park / National Park Authority
NPE	National Parks England
NPP	National Parks Partnership
NR	Network Rail
NRT	Norfolk Rivers Trust
NSNRP	Norfolk & Suffolk Nature Recovery Partnership
NSPG	Norfolk Strategic Planners Group
NWSF	Norfolk Water Safety Forum
NWT	Norfolk Wildlife Trust
PMSC	Port Marine Safety Code
RSPB	Royal Society for the Protection of Birds
RWSP	River Wensum Strategy Partnership
RWT	River Waveney Trust
SAC	Special Area of Conservation
SFRA	Strategic Flood Risk Assessment
SMP	Shoreline Management Plan
SSSI	Site of Special Scientific Interest
SWMP	Surface Water Management Plan
SWT	Suffolk Wildlife Trust
TBs	Tourism businesses
TCV	The Conservation Volunteers
UKPN	UK Power Networks
VN	Voluntary Norfolk
WCO	Wildlife, heritage and conservation bodies
WCT	Whitlingham Charitable Trust
WFD	Water Framework Directive
WMM	Water, Mills & Marshes project
WSF	Water Sensitive Farming

Appendix C: Maps

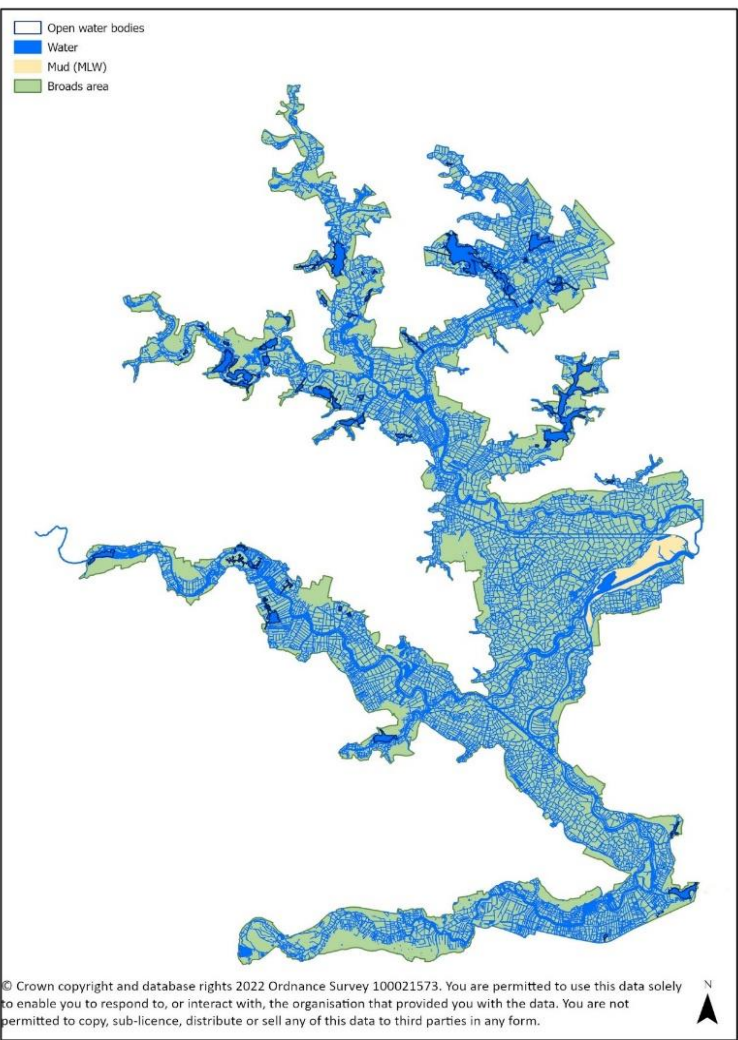
Map 1 Broads Authority executive area



Map 2 Broadland Rivers Catchment



Map 3 Water space, Broads Authority executive area



Broads Authority

13 May 2022

Agenda item number 11

Health & Safety improvements to Hire Boat Licensing Conditions

Report by Director of Operations

Purpose

Following the adoption of Version 2: April 2021 of the Code for the Design, Construction and Operation of Hire Boats (Hire Boat Code of Practice) into the Broads Authority Hire Boat Licensing Conditions, on 18 March, further consideration is given to improve safety standards by making the adoption of the British Marine, Quality Accredited Boatyard (QAB) Scheme, a mandatory aspect of the Authorities Hire Boat Licensing Conditions.

Broads Plan context

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

Recommended decision

To make the British Marine's QAB scheme a mandatory aspect of Broads Authority Hire Boat Licensing Conditions from 1 April 2023 in line with the Navigation Committee's view.

Contents

1.	Introduction	1
2.	British Marine Quality Accredited Boatyard Scheme	2
3.	Legal Implications	3
4.	Financial implications	3

1. Introduction

- 1.1. We are awaiting the publication of the Marine Accident Investigation Branch's (MAIB) report into the Diamond Emblem 1 accident. The early intervention by the Chief Inspector to strengthen the handover procedures in the Hire Boat Code combined with the feedback from the Hire Boat Helm Questionnaires (see Appendices 1 and 2) is a

prompt for further action by the Authority, working with the industry, to raise safety standards.

- 1.2. At a meeting of the Navigation Committee on 14 April 2022 a report into Health and Safety on the Broads for 2021/22 was provided. Following a debate on the responses to the Hire Boat Helm questionnaires the recommendation to adopt the British Marine Quality Accredited Boatyard Scheme into the Broads Hire Boat Licensing Conditions was supported and this is now for the Broads Authority to consider.

2. British Marine Quality Accredited Boatyard Scheme

- 2.1. British Marine and Visit England have developed the Quality Accredited Boatyard Scheme (QAB) and accreditation indicates that hire boat operators are committed to quality, providing recognition for their operations, and giving potential customers a label, they can trust. The Scheme provides clear expectations to customers when they are booking their hire boat experience. The clear criteria operators are assessed against provides a method of benchmarking, and can assist operators develop their businesses.
- 2.2. The Quality Accredited Boatyard scheme goes beyond health and safety criteria and assesses the Hire Operators on a number of factors such as booking processes, arrival and departure procedures and ease of accessing the company's website (booking, contacts, complaints etc.). But importantly it focuses on health and safety factors that are beyond the scope of what is applied by the Broads Authority as part of our Hire Boat Licensing process. For example, the QAB assesses the training and competence of the Hire Operators' staff in important areas like handover (this includes the in-water trial), emergency processes and boat maintenance/control. A full comparison of the criteria assessed for a QAB accreditation from British Marine and the Hire Operators licensing requirements from the Broads Authority is enclosed in Appendix 3.
- 2.3. British Marine has provided the following statement regarding the proposal to incorporate QAB accreditation into the Broads Hire Boat Licensing Conditions.

"British Marine supports the proposal for the QAB scheme to be a licensing requirement for Hire Vessels operating on the Broads complementing the Broads Authority's formal licensing inspections. The Scheme was developed by British Marine member Hire Operators and Visit England to provide a consistent level of customer service and safety on all inland hire operations by members of British Marine Inland Boating in 2014, and made a requirement of membership within that association.

It was designed to support both larger operations and those with a small number of boats. In 2018 it was extended by the British Marine Council to all hire operators within British Marine membership.

This year all members of British Marine, within all associations, will be required to have a valid QAB examination, or have booked their examination, before they will be able to renew their membership. The scheme has proved to be well supported by those

experienced operators who have undertaken the examination and provides guidance and advice to new operators coming into the sector.

The recent implementation of the Hire Boat Code has reinforced the benefits of having a third-party assessment of operators safety management systems and can only be beneficial to overall customer safety”

- 2.4. Where a hire boatyard is QAB accredited it makes the work of the Broads Authority’s licensing staff significantly easier when inspecting the yard for conformity with the Broads Authority licensing conditions.
- 2.5. If the Authority is to put public safety as one of its top priorities and demonstrate its commitment to drive up standards across all companies hiring out craft on the Broads then one option is to amend the Authority’s Licensing Conditions such that all operators are required to have the British Marine Quality Accredited Boatyard accreditation (QAB). This additional third-party inspection of all aspects of the businesses’ operation would give greater certainty that the critical safety procedures are in place are being implemented and they are independently audited.

3. Legal Implications

- 3.1. The Broads Authority is a Licensing Authority for hire boats, and by virtue of section 40 of the Broads Authority Act 2009 it has powers under section 94 of Public Health Acts Amendment Act 1907 to licence hire boats.
- 3.2. The Members of the Broads Authority are the Duty Holder for the purposes of the Port Marine Safety Code and are individually and collectively responsible for assessing and reducing risks on the waterways to as low as reasonably practicable. This proposed verification of safety standards would provide the Authority with additional assurance regarding the operation of hire boats on the Broads.

4. Financial implications

- 4.1. The Quality Accredited Boatyard scheme is open to British Marine Members at a discounted rate and non-members at a competitive rate. The National Scheme has assisted many operators, large and small (small holiday property lets offering the use of a single motor boat) by providing them with advice and guidance on operating their ventures safely, with their customers in mind and helping drive up standards.

Costs	Member fees	Non-member fees	Costs per year if spread over a three-year period
Initial QAB costs	£384	£492	£128/£164
Subsequent costs	£252	£324	£84/£108

- 4.2. The costs to the individual operators over three years are seen as modest and the Navigation Committees feedback was to state “*why would the Authority not implement the QAB*” as it looks to drive up safety and boating experiences, to a higher standard.

Author: Rob Rogers, Director of Operations

Date of report: 19 April 2022

Background papers: Annual Safety Audit 2021/22

[Broads Plan](#) strategic actions: 4.3

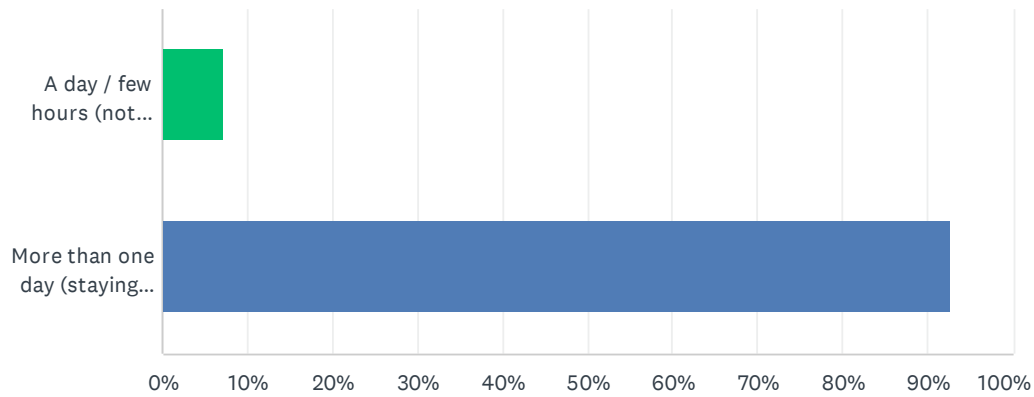
Appendix 1 – Ranger Survey Summary

Appendix 2 – Unprompted survey summary

Appendix 3 – Quality Accredited Boatyard Scheme Vs Broads Authority Licensing criteria

Q1 Are you hiring a boat for:

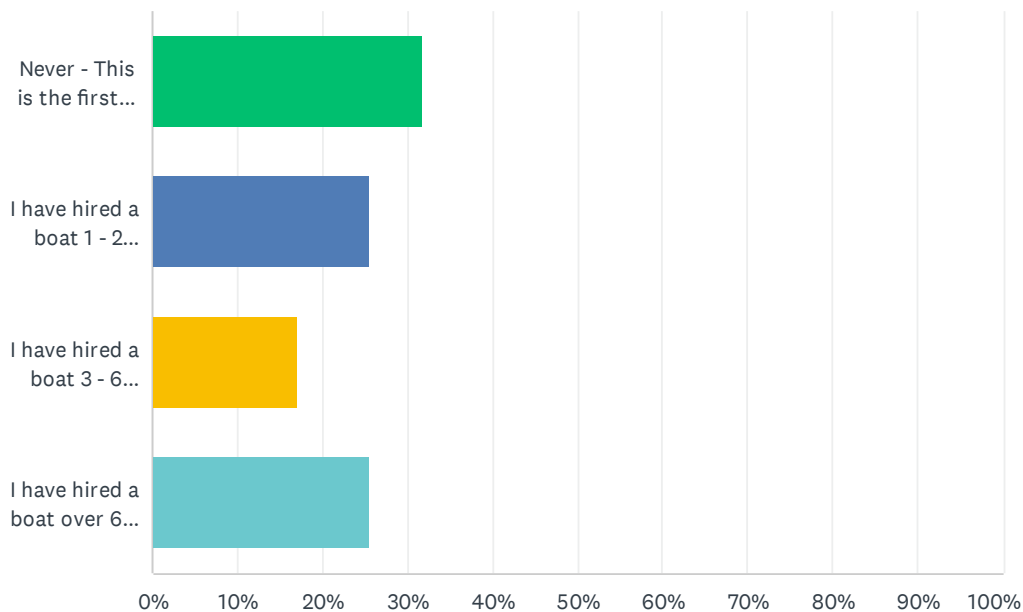
Answered: 427 Skipped: 13



ANSWER CHOICES	RESPONSES	
A day / few hours (not staying in the boat overnight)	7.26%	31
More than one day (staying overnight in the boat)	92.74%	396
TOTAL		427

Q2 How often have you hired a boat on the Broads before this occasion

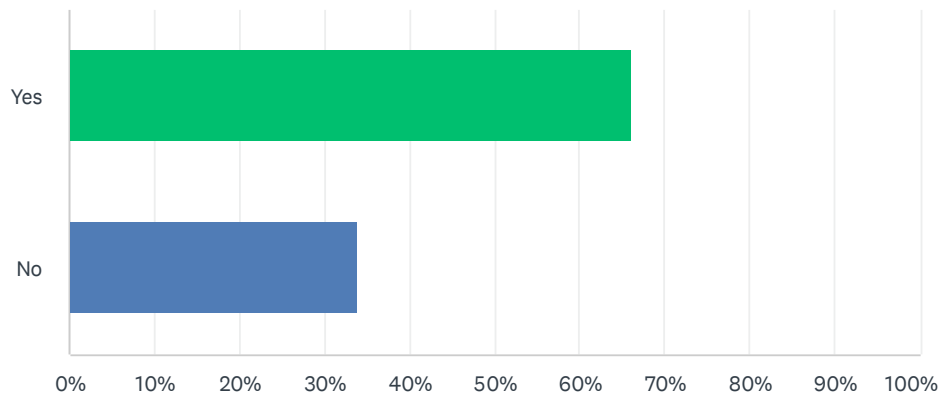
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ANSWER CHOICES	RESPONSES	
Never - This is the first time I have hired a boat on the Broads	31.85%	136
I have hired a boat 1 - 2 times before	25.53%	109
I have hired a boat 3 - 6 times before	17.10%	73
I have hired a boat over 6 times before	25.53%	109
TOTAL		427

Q3 Did your boat hirer recommend viewing the Broads Authority animated safety videos?

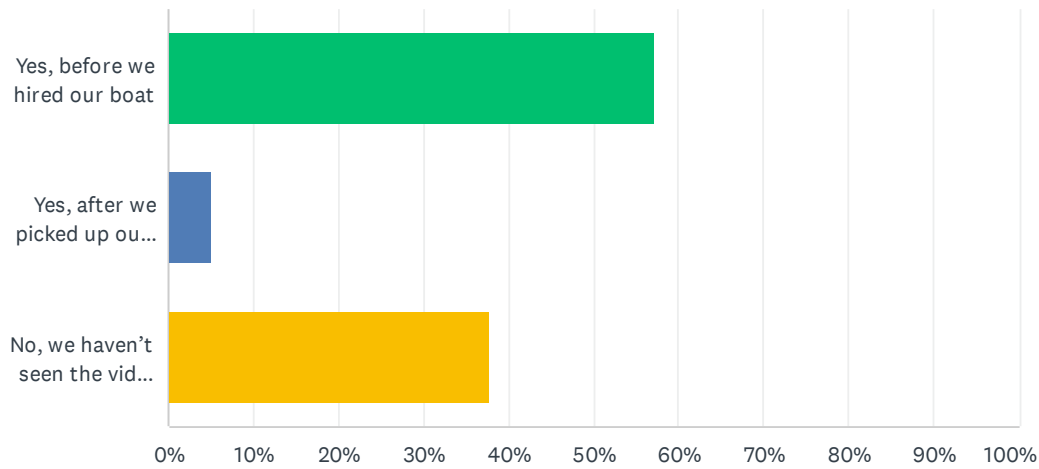
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ANSWER CHOICES	RESPONSES	
Yes	66.04%	282
No	33.96%	145
TOTAL		427

Q4 Have you watched the Broads Authority animated safety videos?

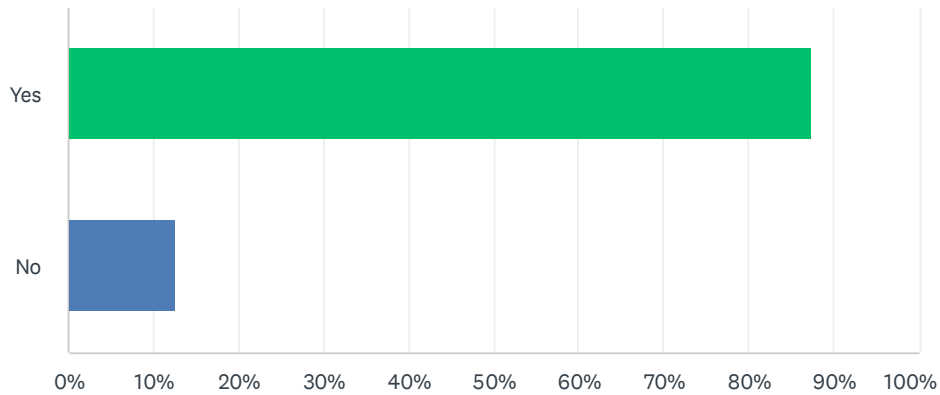
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ANSWER CHOICES	RESPONSES	
Yes, before we hired our boat	57.14%	244
Yes, after we picked up our boat	5.15%	22
No, we haven't seen the videos yet	37.70%	161
TOTAL		427

Q5 Did your boat hirer provide you with a copy of Broadcaster and point out the safety information it contains?

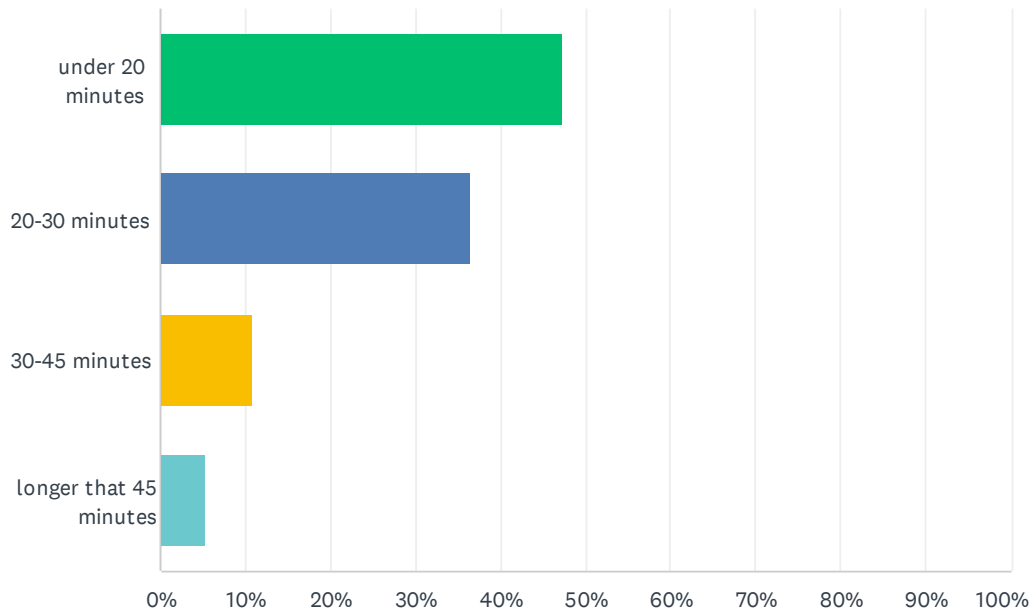
Answered: 428 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	87.38%	374
No	12.62%	54
TOTAL		428

Q6 On your boat handover with your hirer, how long approximately did you spend onboard being shown how to operate the various onboard systems, not including the trial run?

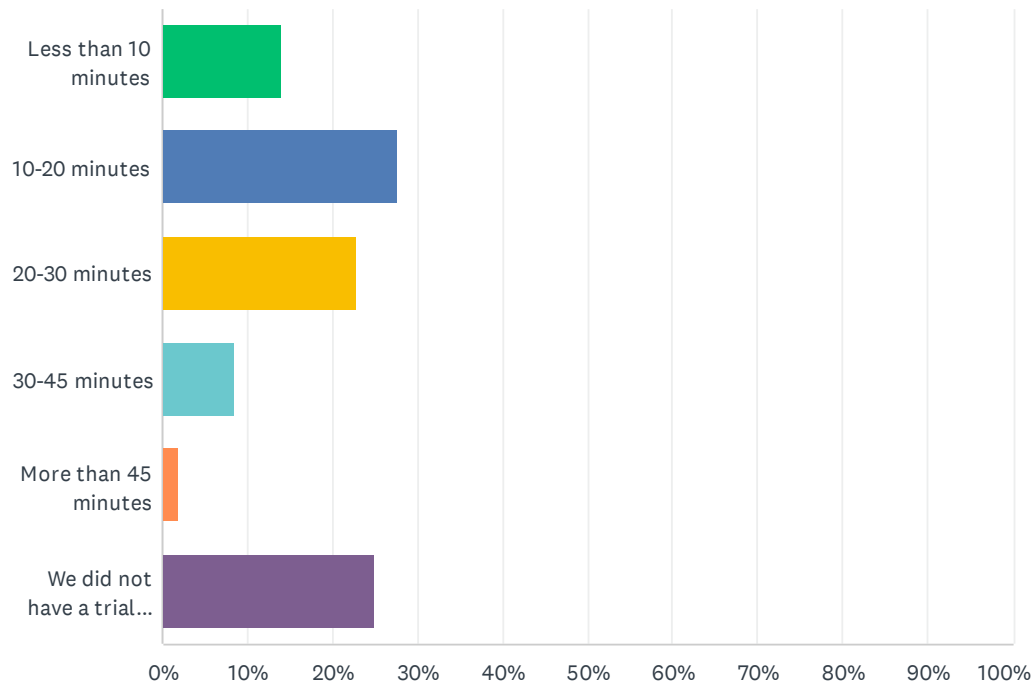
Answered: 427 Skipped: 13



ANSWER CHOICES	RESPONSES	
under 20 minutes	47.31%	202
20-30 minutes	36.53%	156
30-45 minutes	10.77%	46
longer that 45 minutes	5.39%	23
TOTAL		427

Q7 How long approximately did your trial run/show out last?

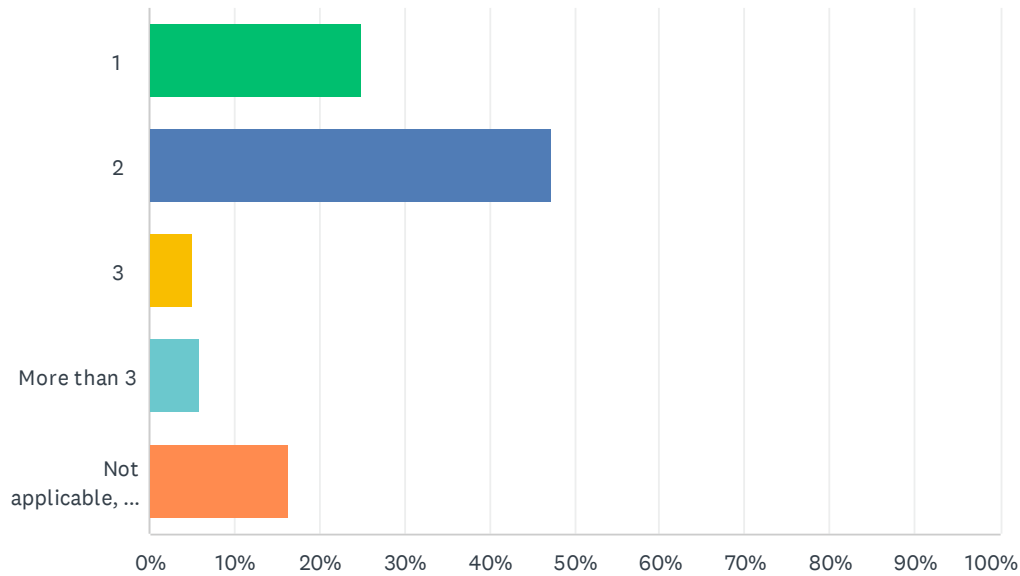
Answered: 429 Skipped: 11



ANSWER CHOICES	RESPONSES	
Less than 10 minutes	13.99%	60
10-20 minutes	27.74%	119
20-30 minutes	22.84%	98
30-45 minutes	8.62%	37
More than 45 minutes	1.86%	8
We did not have a trial run (for example because you were experienced boaters or were only hiring a dayboat)	24.94%	107
TOTAL		429

Q8 How many of your group were actively involved in the trial run/show out demonstration?

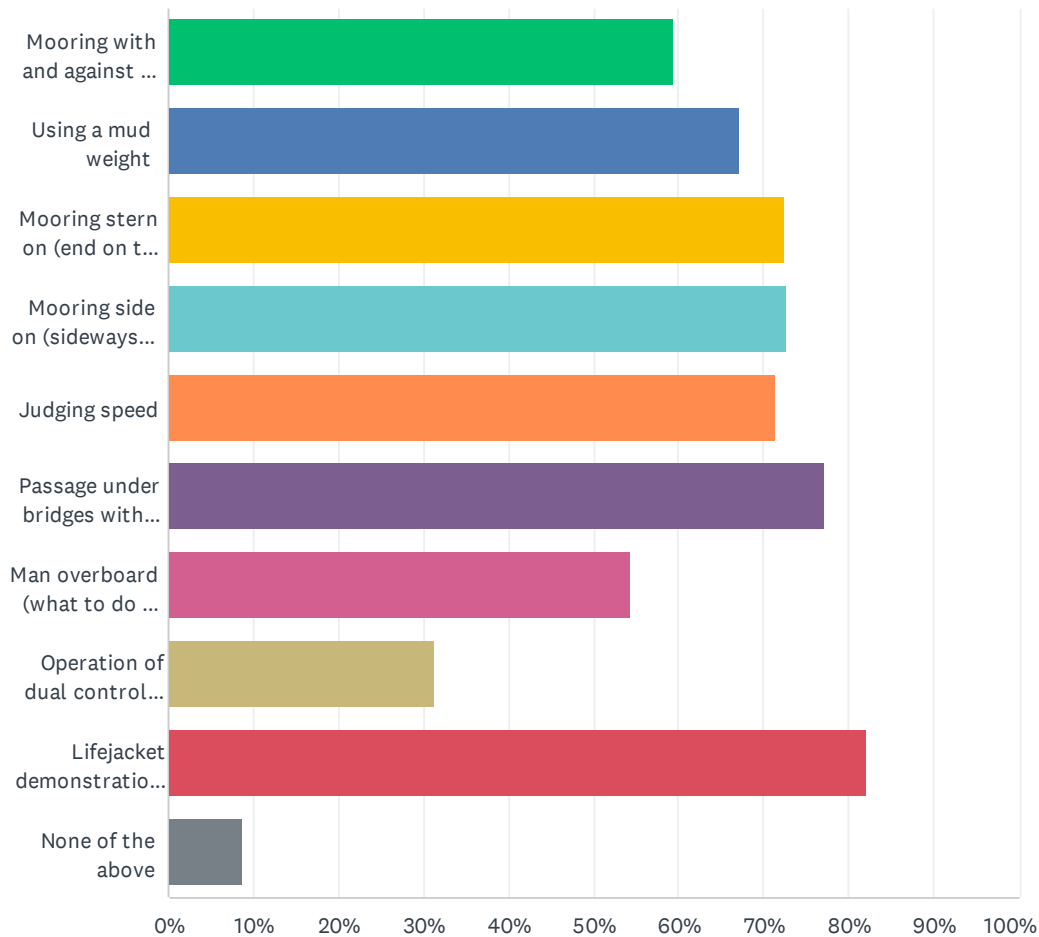
Answered: 428 Skipped: 12



ANSWER CHOICES	RESPONSES	
1	25.00%	107
2	47.43%	203
3	5.14%	22
More than 3	6.07%	26
Not applicable, we did not have a trial run	16.36%	70
TOTAL		428

**Q9 Thinking about your handover / trial run, did the yard staff member explain clearly how to control the boat in the following circumstances?
(please tick all those that apply)**

Answered: 425 Skipped: 15

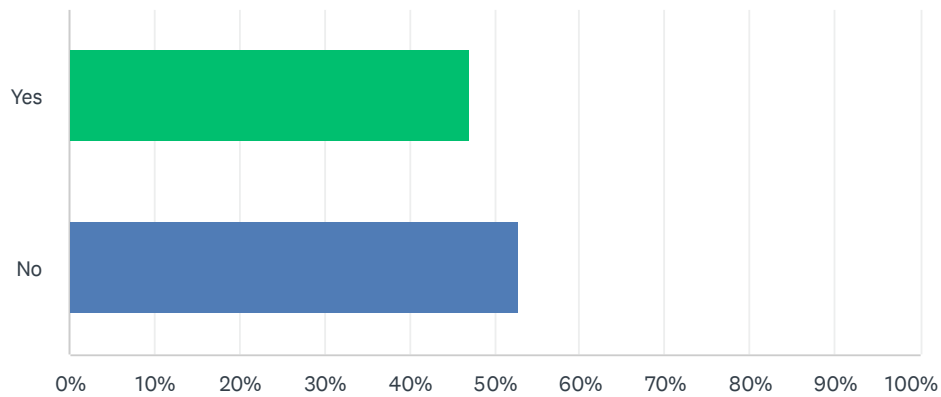


Broads Hirers Survey 2021 (Ranger Version)

ANSWER CHOICES	RESPONSES	
Mooring with and against the tide.	59.53%	253
Using a mud weight	67.06%	285
Mooring stern on (end on to the mooring)	72.47%	308
Mooring side on (sideways to the mooring)	72.71%	309
Judging speed	71.53%	304
Passage under bridges with particular reference to air draft (the space needed for your boat to pass under a bridge safely)	77.18%	328
Man overboard (what to do if someone falls into the water)	54.35%	231
Operation of dual control and method of switching	31.29%	133
Lifejacket demonstration – how to fit it correctly and when to wear it	82.12%	349
None of the above	8.71%	37
Total Respondents: 425		

Q10 Did the yard staff discuss the dangers of boating with alcohol consumption with you?

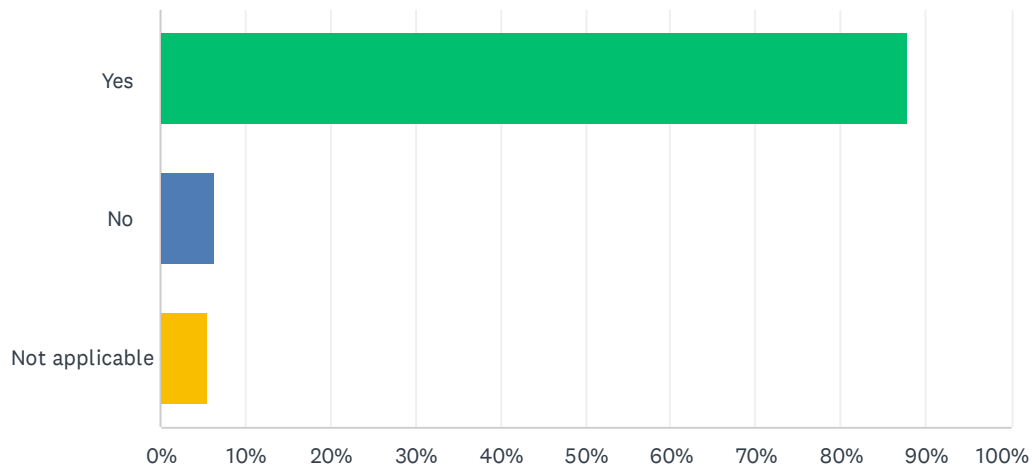
Answered: 430 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	47.21%	203
No	52.79%	227
TOTAL		430

Q11 On completion of the trial run did you sign anything to say you were satisfied with your ability to handle the boat?

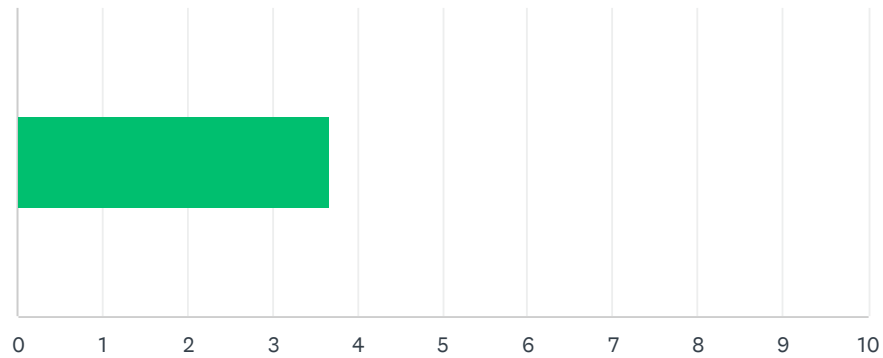
Answered: 431 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	87.94%	379
No	6.50%	28
Not applicable	5.57%	24
TOTAL		431

Q12 How confident did you feel operating the boat when you first left the boatyard? 1 is not confident at all and 5 is very confident

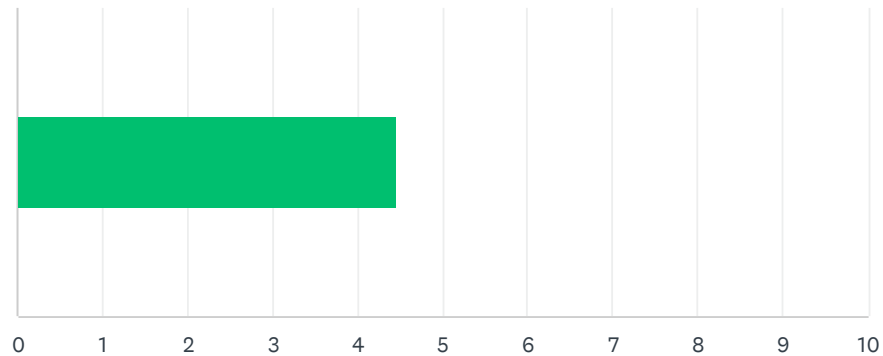
Answered: 412 Skipped: 28



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	4	1,512	412
Total Respondents: 412			

Q13 How confident do you feel operating the boat now? 1 is not confident at all and 5 is very confident

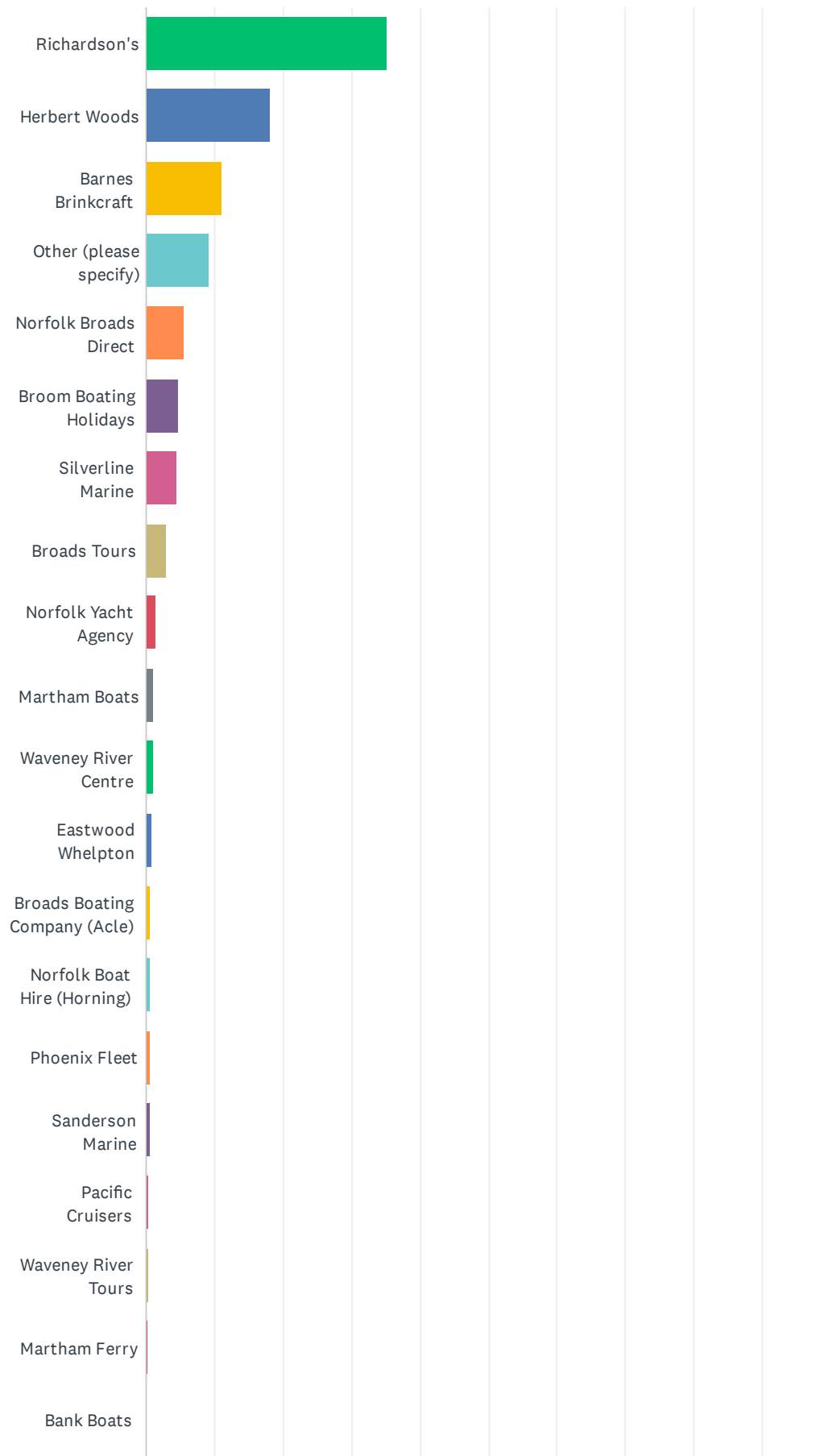
Answered: 428 Skipped: 12



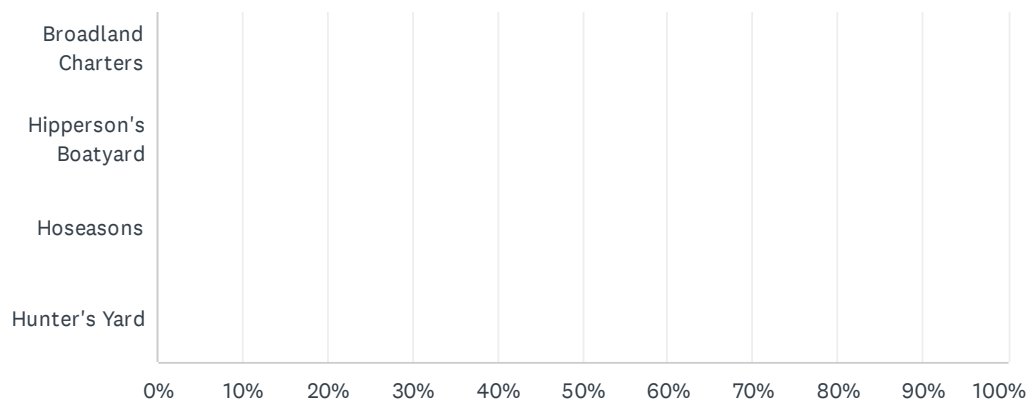
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	4	1,903	428
Total Respondents: 428			

Q14 Which yard did you hire your boat from?

Answered: 429 Skipped: 11



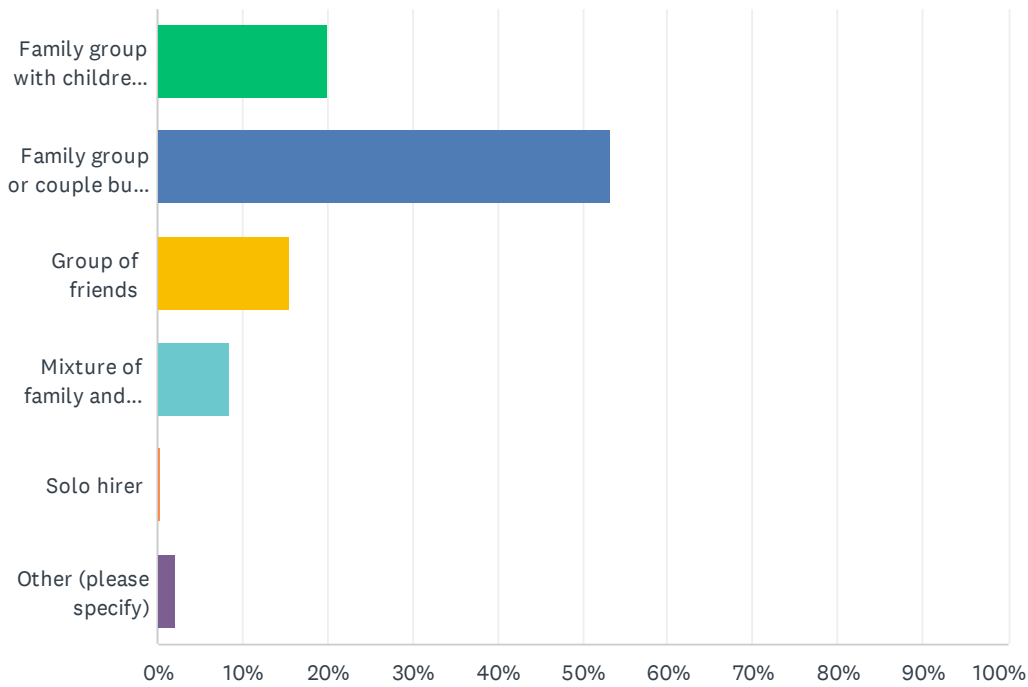
Broads Hirers Survey 2021 (Ranger Version)



ANSWER CHOICES	RESPONSES	
Richardson's	35.20%	151
Herbert Woods	18.18%	78
Barnes Brinkcraft	11.19%	48
Other (please specify)	9.09%	39
Norfolk Broads Direct	5.59%	24
Broom Boating Holidays	4.66%	20
Silverline Marine	4.43%	19
Broads Tours	3.03%	13
Norfolk Yacht Agency	1.40%	6
Martham Boats	1.17%	5
Waveney River Centre	1.17%	5
Eastwood Whelpton	0.93%	4
Broads Boating Company (Acle)	0.70%	3
Norfolk Boat Hire (Horning)	0.70%	3
Phoenix Fleet	0.70%	3
Sanderson Marine	0.70%	3
Pacific Cruisers	0.47%	2
Waveney River Tours	0.47%	2
Martham Ferry	0.23%	1
Bank Boats	0.00%	0
Broadland Charters	0.00%	0
Hipperson's Boatyard	0.00%	0
Hoseasons	0.00%	0
Hunter's Yard	0.00%	0
TOTAL		429

Q15 Which best describes your group?

Answered: 430 Skipped: 10



ANSWER CHOICES	RESPONSES	
Family group with children under 16 years old	20.00%	86
Family group or couple but no children under 16 years old	53.26%	229
Group of friends	15.58%	67
Mixture of family and friends	8.60%	37
Solo hirer	0.47%	2
Other (please specify)	2.09%	9
TOTAL		430

Q16 What other measures would like to see to improve boating safety on the Broads? (Leave blank if N/A)

Answered: 211 Skipped: 229

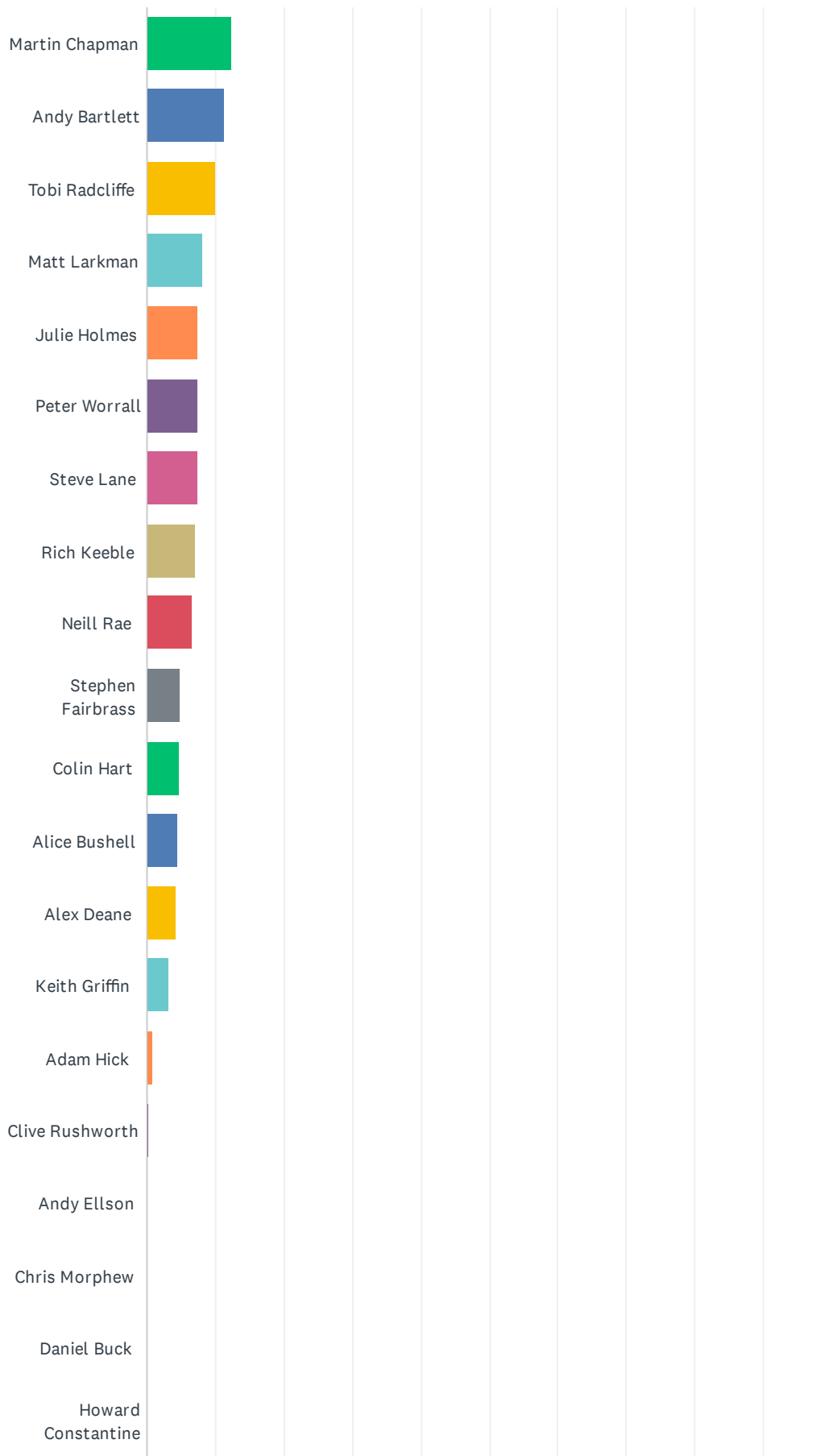
Q17 Please provide your details below if you wish to be entered into the prize draw to win a Columbia rucksack and beanie. Your personal data will only be used by the Broads Authority for the purposes of the free prize draw and will not be passed on to any other organisation. The draw will close on 31 October after which a winner will be drawn at random.

Answered: 223 Skipped: 217

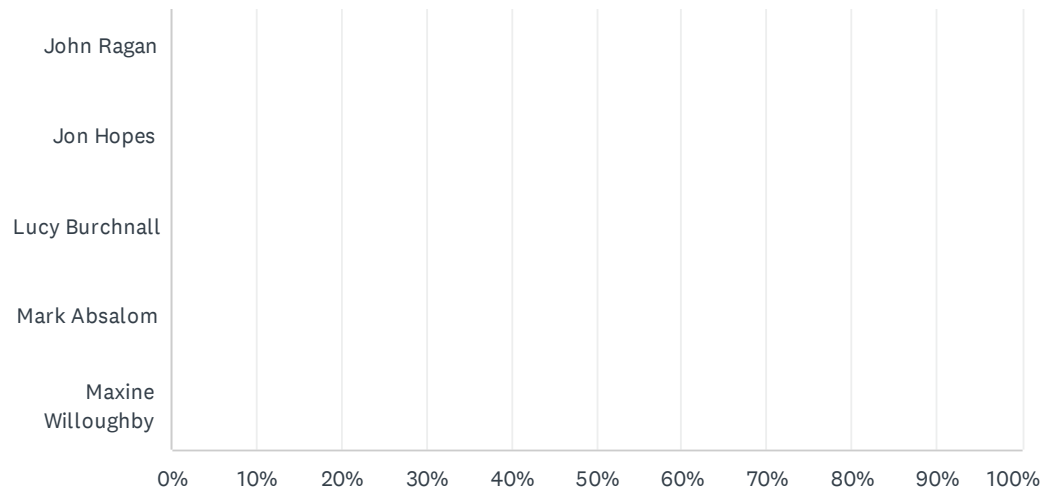
ANSWER CHOICES	RESPONSES	
Name	96.41%	215
Email address	91.93%	205
Telephone number	66.37%	148

Q18 Name of Ranger:

Answered: 432 Skipped: 8



Broads Hirers Survey 2021 (Ranger Version)



Broads Hirers Survey 2021 (Ranger Version)

ANSWER CHOICES	RESPONSES	
Martin Chapman	12.27%	53
Andy Bartlett	11.34%	49
Tobi Radcliffe	9.95%	43
Matt Larkman	8.10%	35
Julie Holmes	7.41%	32
Peter Worrall	7.41%	32
Steve Lane	7.41%	32
Rich Keeble	6.94%	30
Neill Rae	6.71%	29
Stephen Fairbrass	4.86%	21
Colin Hart	4.63%	20
Alice Bushell	4.40%	19
Alex Deane	4.17%	18
Keith Griffin	3.24%	14
Adam Hick	0.93%	4
Clive Rushworth	0.23%	1
Andy Ellson	0.00%	0
Chris Morpew	0.00%	0
Daniel Buck	0.00%	0
Howard Constantine	0.00%	0
John Ragan	0.00%	0
Jon Hopes	0.00%	0
Lucy Burchnell	0.00%	0
Mark Absalom	0.00%	0
Maxine Willoughby	0.00%	0
TOTAL		432

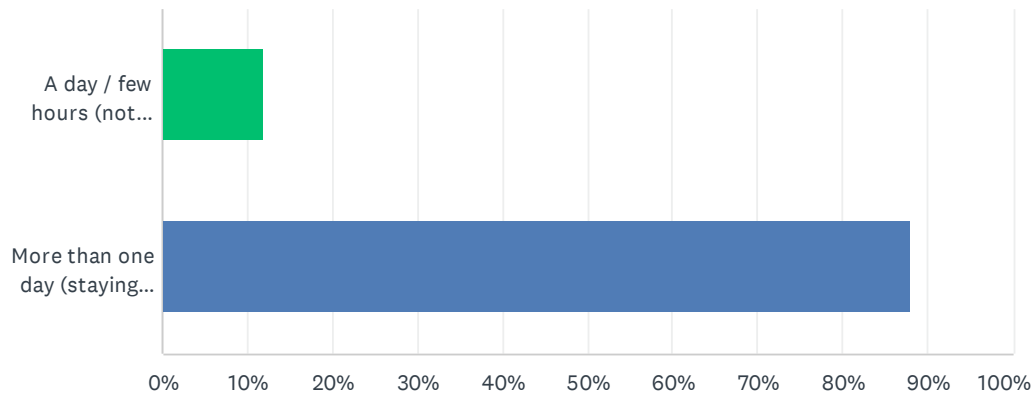
Q19 Today's date:

Answered: 434 Skipped: 6

ANSWER CHOICES	RESPONSES
Select date:	100.00% 434

Q1 Are you hiring a boat for:

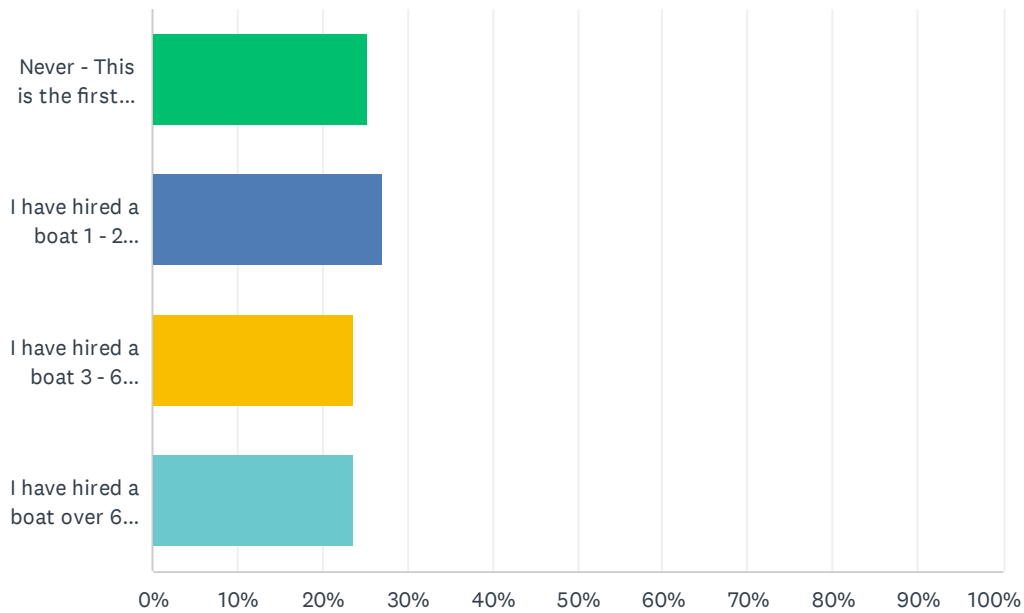
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
A day / few hours (not staying in the boat overnight)	11.86%	7
More than one day (staying overnight in the boat)	88.14%	52
TOTAL		59

Q2 How often have you hired a boat on the Broads before this occasion

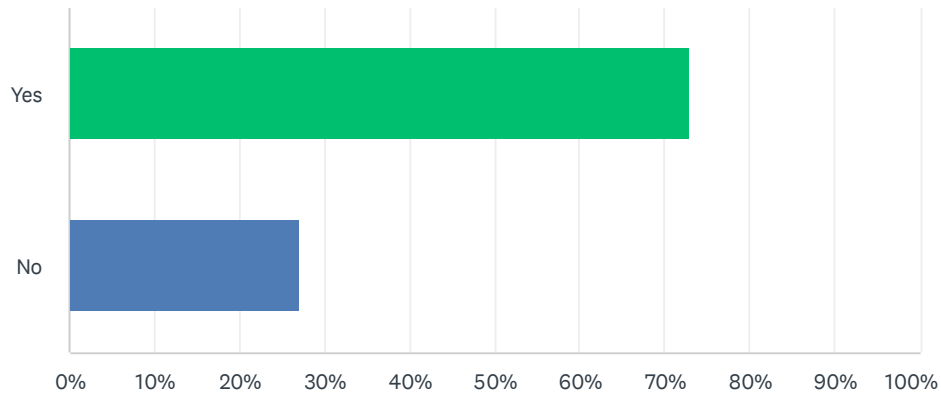
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
Never - This is the first time I have hired a boat on the Broads	25.42%	15
I have hired a boat 1 - 2 times before	27.12%	16
I have hired a boat 3 - 6 times before	23.73%	14
I have hired a boat over 6 times before	23.73%	14
TOTAL		59

Q3 Did your boat hirer recommend viewing the Broads Authority animated safety videos?

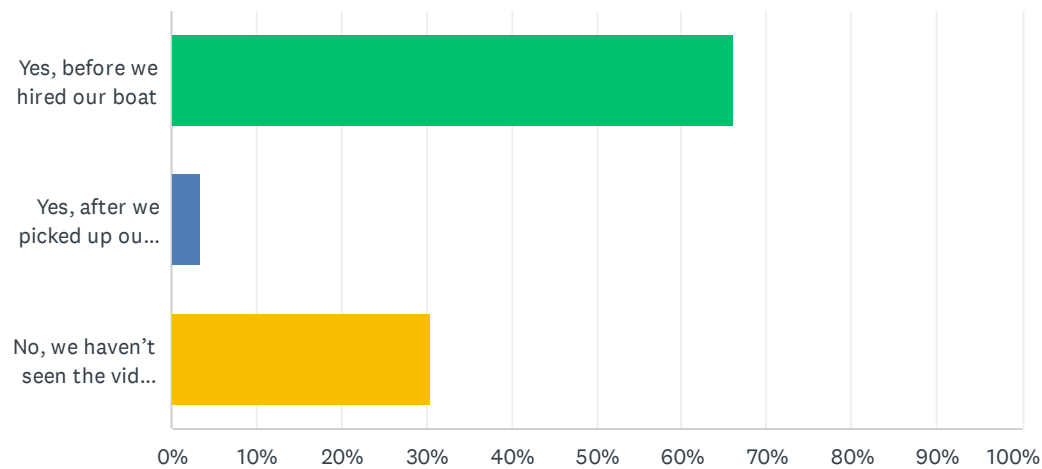
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	72.88%	43
No	27.12%	16
TOTAL		59

Q4 Have you watched the Broads Authority animated safety videos?

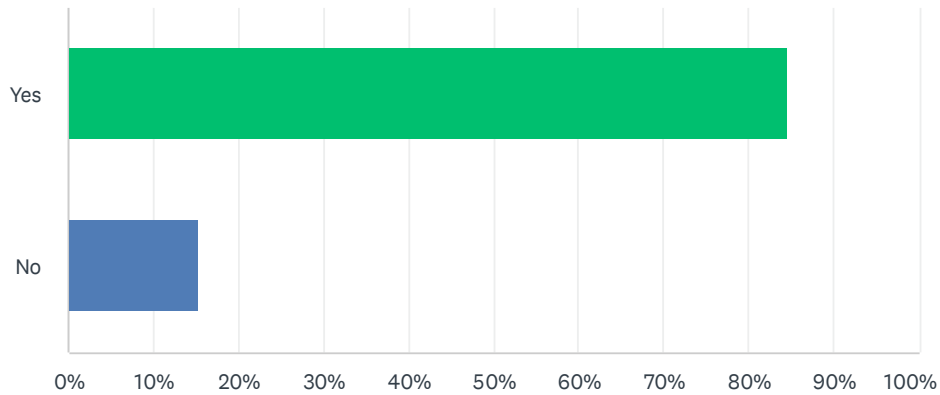
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, before we hired our boat	66.10%	39
Yes, after we picked up our boat	3.39%	2
No, we haven't seen the videos yet	30.51%	18
TOTAL		59

Q5 Did your boat hirer provide you with a copy of Broadcaster and point out the safety information it contains?

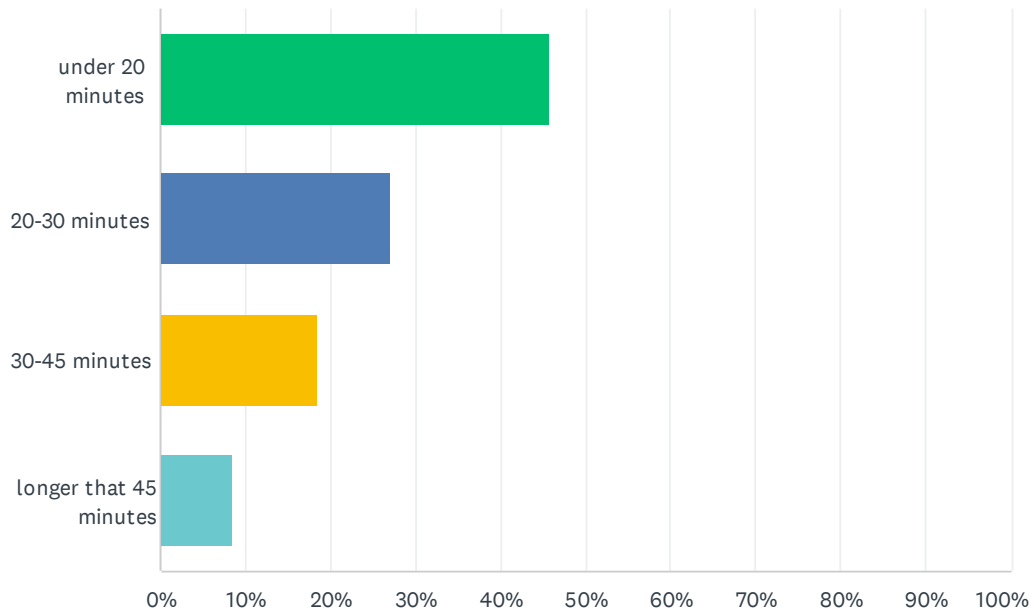
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	84.75%	50
No	15.25%	9
TOTAL		59

Q6 On your boat handover with your hirer, how long approximately did you spend onboard being shown how to operate the various onboard systems, not including the trial run?

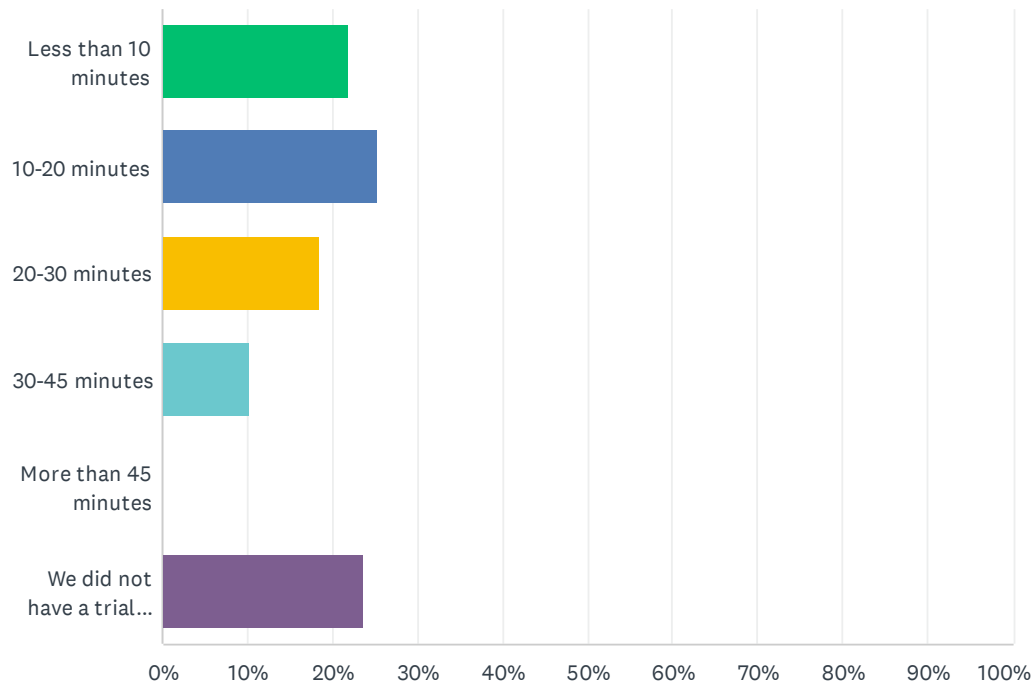
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
under 20 minutes	45.76%	27
20-30 minutes	27.12%	16
30-45 minutes	18.64%	11
longer that 45 minutes	8.47%	5
TOTAL		59

Q7 How long approximately did your trial run/show out last?

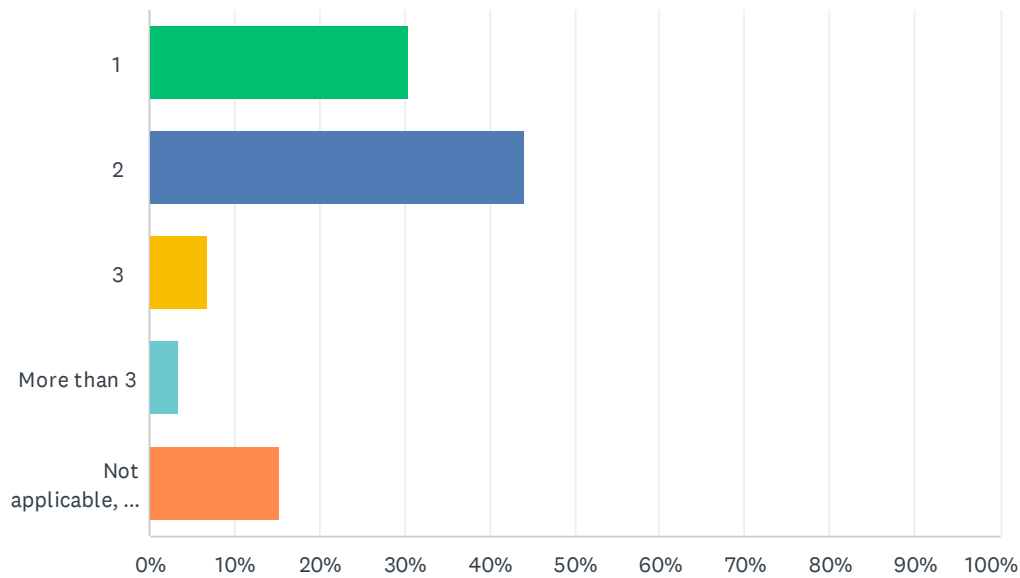
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 10 minutes	22.03%	13
10-20 minutes	25.42%	15
20-30 minutes	18.64%	11
30-45 minutes	10.17%	6
More than 45 minutes	0.00%	0
We did not have a trial run (for example because you were experienced boaters or were only hiring a dayboat)	23.73%	14
TOTAL		59

Q8 How many of your group were actively involved in the trial run/show out demonstration?

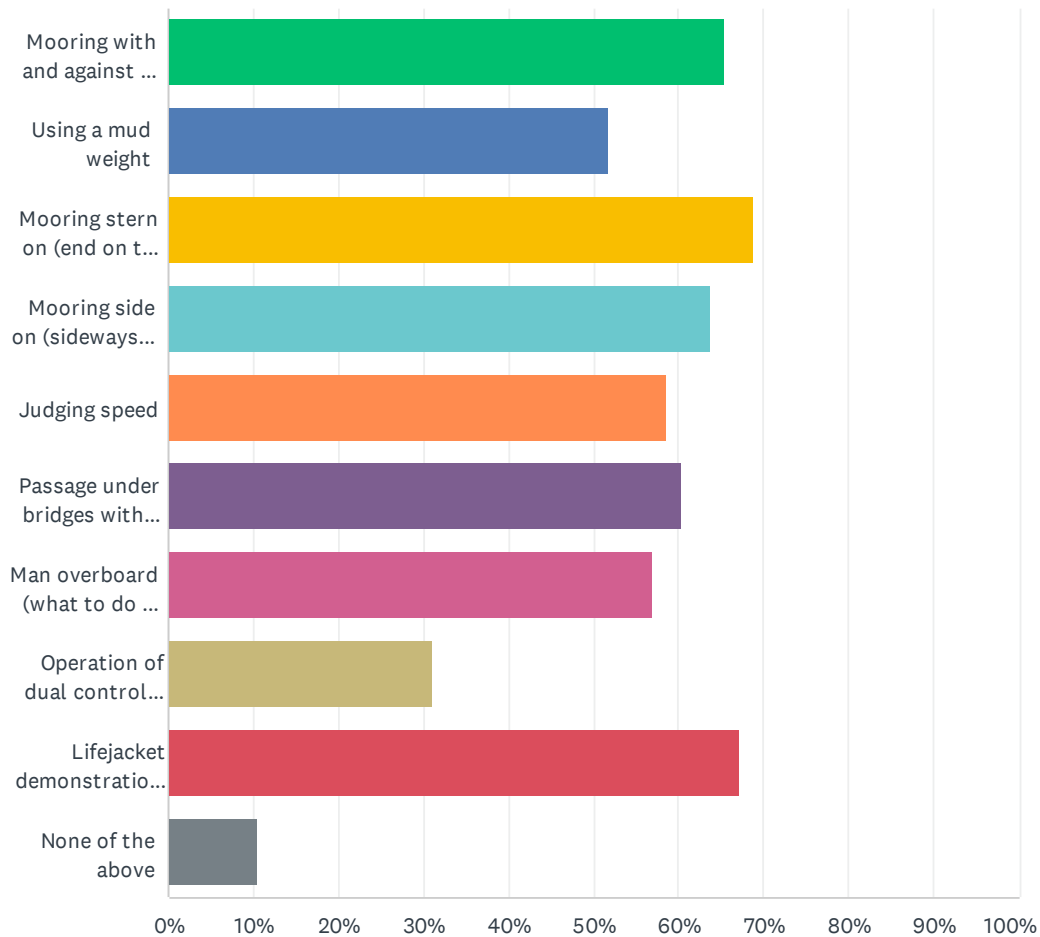
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
1	30.51%	18
2	44.07%	26
3	6.78%	4
More than 3	3.39%	2
Not applicable, we did not have a trial run	15.25%	9
TOTAL		59

**Q9 Thinking about your handover / trial run, did the yard staff member explain clearly how to control the boat in the following circumstances?
(please tick all those that apply)**

Answered: 58 Skipped: 1

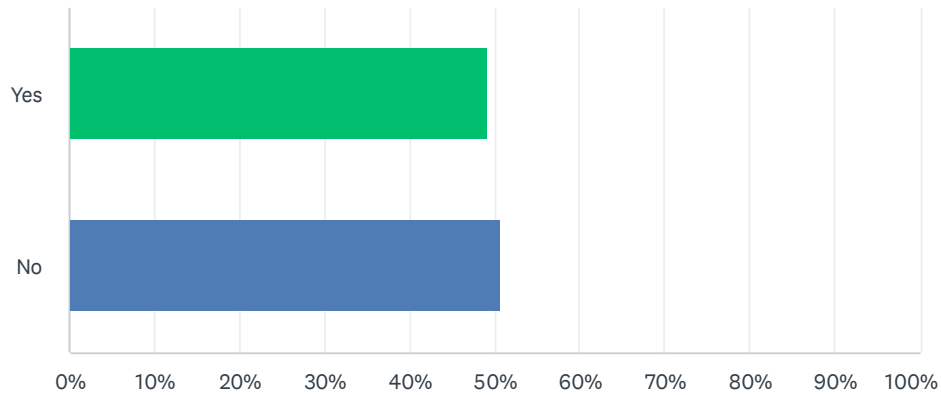


Broads Hirers Survey 2021

ANSWER CHOICES	RESPONSES	
Mooring with and against the tide.	65.52%	38
Using a mud weight	51.72%	30
Mooring stern on (end on to the mooring)	68.97%	40
Mooring side on (sideways to the mooring)	63.79%	37
Judging speed	58.62%	34
Passage under bridges with particular reference to air draft (the space needed for your boat to pass under a bridge safely)	60.34%	35
Man overboard (what to do if someone falls into the water)	56.90%	33
Operation of dual control and method of switching	31.03%	18
Lifejacket demonstration – how to fit it correctly and when to wear it	67.24%	39
None of the above	10.34%	6
Total Respondents: 58		

Q10 Did the yard staff discuss the dangers of boating with alcohol consumption with you?

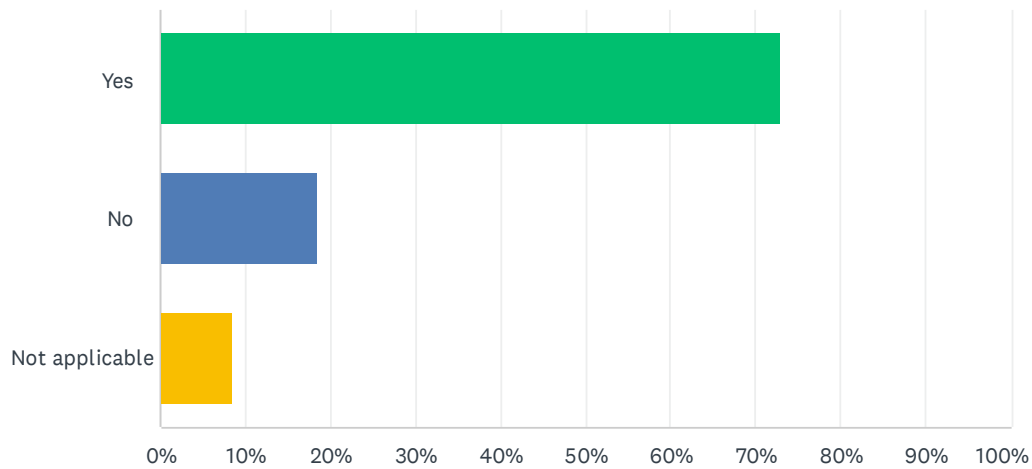
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	49.15%	29
No	50.85%	30
TOTAL		59

Q11 On completion of the trial run did you sign anything to say you were satisfied with your ability to handle the boat?

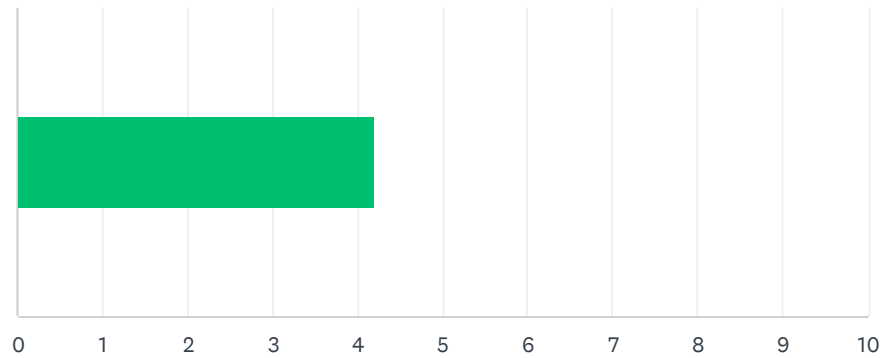
Answered: 59 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	72.88%	43
No	18.64%	11
Not applicable	8.47%	5
TOTAL		59

Q12 How confident did you feel operating the boat when you first left the boatyard? 1 is not confident at all and 5 is very confident

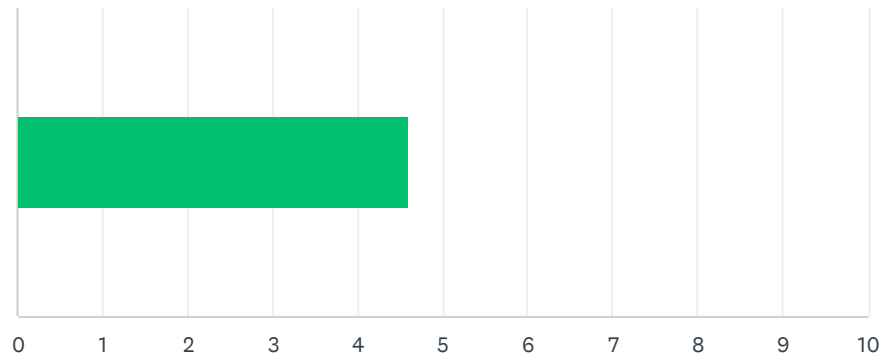
Answered: 58 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	4	244	58
Total Respondents: 58			

Q13 How confident do you feel operating the boat now? 1 is not confident at all and 5 is very confident

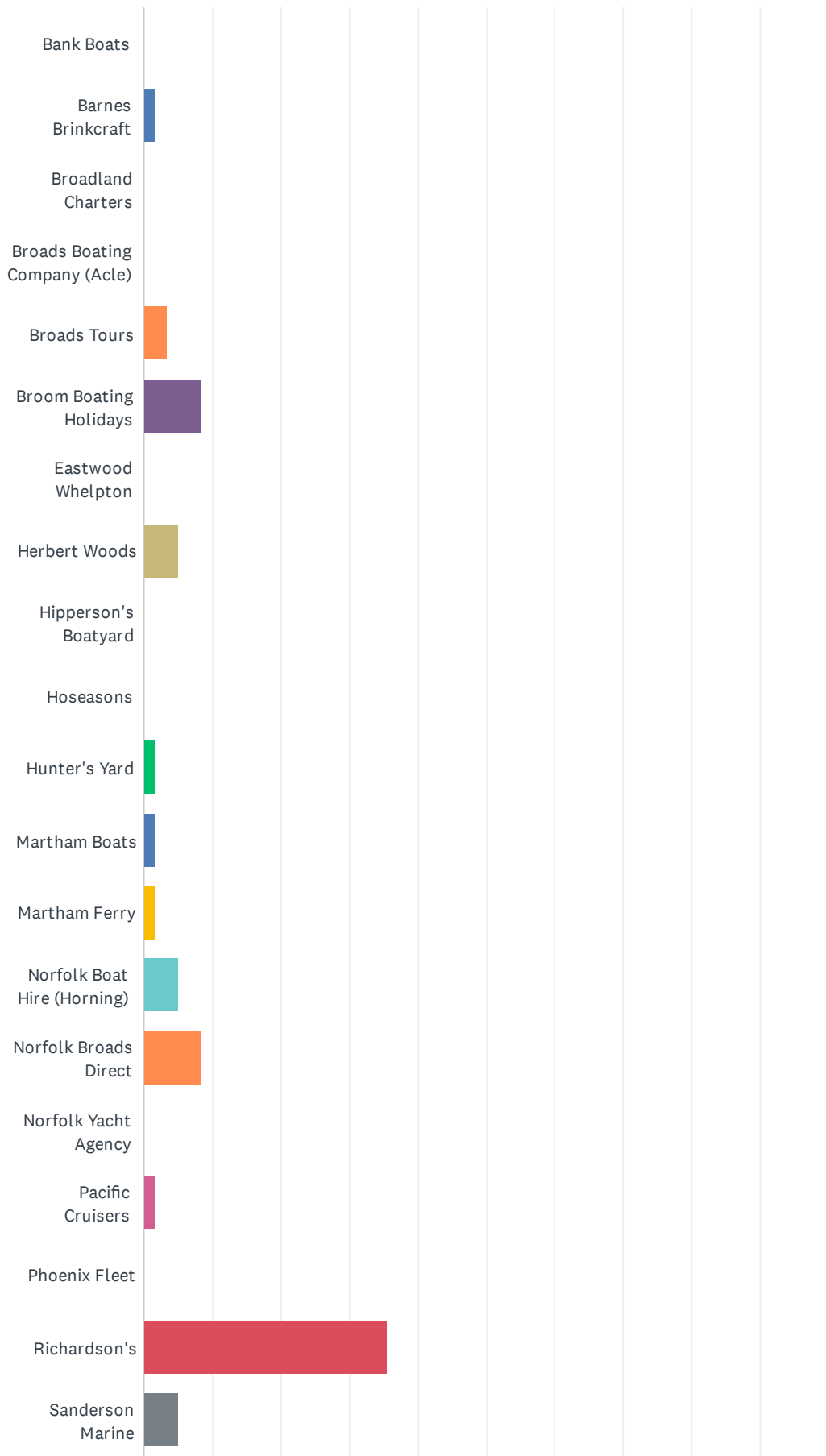
Answered: 57 Skipped: 2



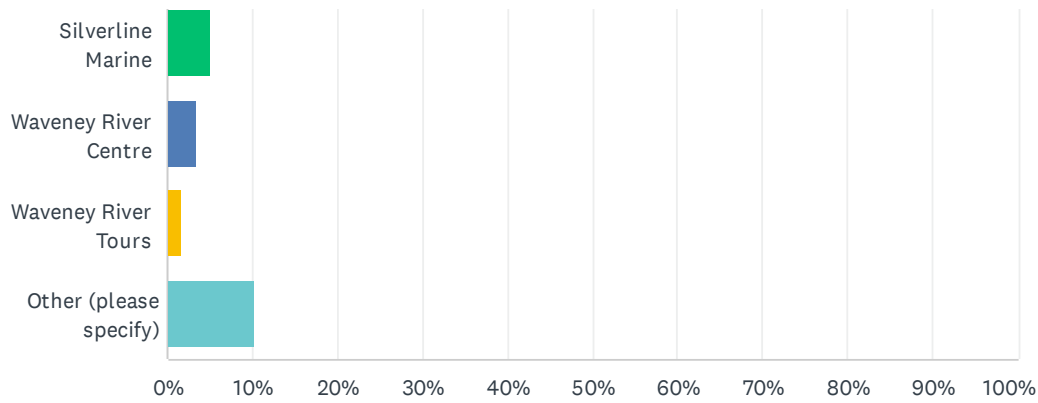
ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	263	57
Total Respondents: 57			

Q14 Which yard did you hire your boat from?

Answered: 59 Skipped: 0



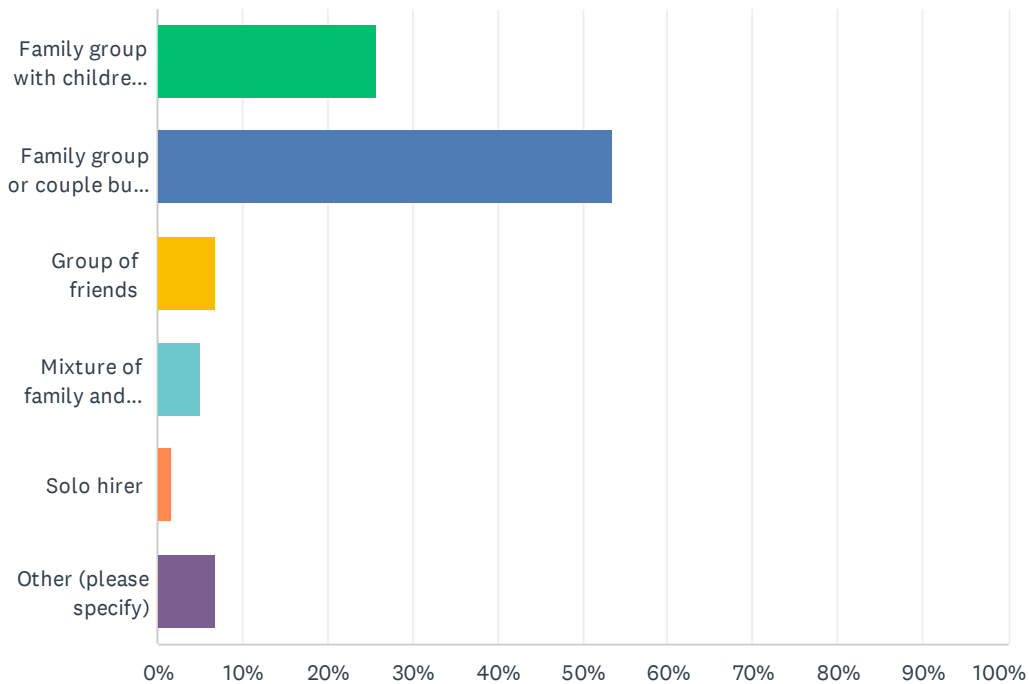
Broads Hirers Survey 2021



ANSWER CHOICES	RESPONSES	
Bank Boats	0.00%	0
Barnes Brinkcraft	1.69%	1
Broadland Charters	0.00%	0
Broads Boating Company (Acle)	0.00%	0
Broads Tours	3.39%	2
Broom Boating Holidays	8.47%	5
Eastwood Whelpton	0.00%	0
Herbert Woods	5.08%	3
Hipperson's Boatyard	0.00%	0
Hoseasons	0.00%	0
Hunter's Yard	1.69%	1
Martham Boats	1.69%	1
Martham Ferry	1.69%	1
Norfolk Boat Hire (Horning)	5.08%	3
Norfolk Broads Direct	8.47%	5
Norfolk Yacht Agency	0.00%	0
Pacific Cruisers	1.69%	1
Phoenix Fleet	0.00%	0
Richardson's	35.59%	21
Sanderson Marine	5.08%	3
Silverline Marine	5.08%	3
Waveney River Centre	3.39%	2
Waveney River Tours	1.69%	1
Other (please specify)	10.17%	6
TOTAL		59

Q15 Which best describes your group?

Answered: 58 Skipped: 1



ANSWER CHOICES	RESPONSES	
Family group with children under 16 years old	25.86%	15
Family group or couple but no children under 16 years old	53.45%	31
Group of friends	6.90%	4
Mixture of family and friends	5.17%	3
Solo hirer	1.72%	1
Other (please specify)	6.90%	4
TOTAL		58

Q16 What other measures would like to see to improve boating safety on the Broads? (Leave blank if N/A)

Answered: 34 Skipped: 25

Q17 Please provide your details below if you wish to be entered into the prize draw to win a Columbia rucksack and beanie. Your personal data will only be used by the Broads Authority for the purposes of the free prize draw and will not be passed on to any other organisation. The draw will close on 31 October after which a winner will be drawn at random.

Answered: 56 Skipped: 3

ANSWER CHOICES	RESPONSES	
Name	100.00%	56
Email address	100.00%	56
Telephone number	78.57%	44

Comparison Table of Requirements and audits as checked by the BM QAB scheme and by The Broads Authority upon licensing.

General Information

	QAB Scheme	Broads Licensing
Name of Boatyard / Operator/ Group:	Y	Y
Name of Person Completing this Pro-Forma:	Y	Y
Position:	Y	Y

Overview of the Boatyard

How many boats does the yard hire out for more than one night?	Y	y
How many day boats does the yard have for hire?	Y	y
What services are provided?	Y	N
Direct bookings	Y	N
Arrival and departure services	Y	N
Car parking	Y	N
Toilet facilities	Y	N
Housekeeping	Y	N
Emergency and maintenance services on the waterway	Y	N
Quayside services; fresh water, etc.	Y	N
How many staff do you employ?	Y	N
Reception		

Engineers	Y	N
Housekeeping	Y	N
Handover	Y	N
What staff training do you provide? Customer Service	Y	N
Accessibility	Y	N
Health & Safety	Y	N
Handover	Y	N
Boat Maintenance	N	N
Emergency Procedures	N	N
Other	Y	N

Do you have a documented Safety Management System in place?	Y	Y
Who in the company is the DP? Designated Person.	Y	N
Does the SMS include the below:		
Do you have Risk Assessments in place for all boatyard and hire operations?	Y	Y
Do you have a documented policy on risk assessment review with identified changes in circumstances which would trigger risk review?	Y	N
Who in the company is responsible for ensuring that all of the certification and licences are in place?	Y	Y
Are they all held at the boatyard?	Y	Y
If not, where?		

Does the boatyard operator have a valid Fire Risk Assessment document?	Y	Y
Does it include boats?		
Servicing of fire extinguishers	Y	Y
Do you have a valid boat licence for each hire boat?	Y	Y
Do you have a boat safety scheme certificate for each hire boat?	Y	Y
Do you have a valid Gas Safe certificate for each hire boat?	Y	Y
Do you have a valid Stability certificate for each boat?	Y	N
CRT by 1 st April 2023 Broads by 1 st October for Sailing vessels		
Do you have current public liability and employers (where appropriate) liability insurance?	Y	Y
Do you PAT test electrical equipment?	Y	Y
Do you have a documented Environmental Policy?	Y	Y
How do you ensure that every boat is in a safe condition for each hire?	Y	Y
Is this procedure documented?	Y	N
How do you keep customers to the boatyard away from potentially dangerous areas?	Y	Y
Where there are tunnels on routes are life jackets/buoyancy aids provided?	Y	Y
Do you have documented emergency procedures for likely incidents?	Y	N
Do you have a documented procedure for conveying information about navigation restrictions or other hazards to hirers.	Y	N
Do you have a documented procedure for reporting relevant incidents and	Y	N

accidents to the appropriate authority?		
Do you have a documented self audit process?	Y	N

Company Website and Brochure

Are any logos and awards displayed correctly?	Y	N
Are boat descriptions and facilities such as sleeping and bathroom arrangements clear on the website and the brochure?	Y	N
Is there a pictorial plan for each boat?	Y	N
Are other on-board arrangements and facilities clearly detailed	Y	N
Is the type of electricity supply on the boat detailed? Inverter fitted	Y	N
Are the terms and conditions of the business clearly laid out and easy to understand?	Y	N
Are the website search and booking functions easy to use?	Y	N
Is it easy to contact the yard with questions?	Y	N
Do any special offers advertised provide added value over and above the normal rate?	Y	N
Is customer feedback provided on the website?	Y	N
If an in-house grading scheme is operated, is it clear to potential customers that it is operated in-house and how a grading is achieved?	Y	N

In-House Boat Assessments (if relevant)

If an in-house boat assessment system is used, please give details	Y	N
If an in-house boat assessment is used, how often is each boat assessed?	Y	N
Is each boat measured against a clearly defined set of criteria?	Y	N

Does the in-house assessment process take account of quality as well as facilities?	Y	N
Is a clear explanation of the assessment scheme provided for customers?	Y	N
Is it made clear that this is an in-house scheme and is not connected to VisitEngland or British Marine?	Y	N

Office and Boatyard Procedures

Are guests able to check availability and fully complete a booking on-line?	Y	N
Are guests made aware of the Terms and Conditions at the time of the booking?	Y	N
Are on-line payments carried out securely?	Y	N
Can guests book by telephone or by post?	Y	N

Arrival and Departure Procedures

What information is sent out to guest pre-arrival?	Y	N
Is the address of the yard and clear directions to the site provided? Also public transport links?	Y	N
If on-site car parking is provided, is it clearly signposted, surface in good order, lit and secure?	Y	N
Is assistance or are trolleys provided to transport luggage to the boat?	Y	N
Is there a standard 'Welcome' procedure?	Y	N
Are staff well-presented and welcoming?	Y	N
In what conditions are customers expected to leave the boats and is this detailed?	Y	N
Are departure times from the boats clearly detailed?	Y	N
Are recycling facilities offered	Y	N

Customer Satisfaction Survey / Complaints Procedure

Is the complaints procedure clearly detailed and provided to customers via the website and /or in written material?	Y	N
How are complaints dealt with if they are raised during the holiday?	Y	N
How are complaints dealt with if they are raised following the holiday and departure from the boatyard?	Y	N
Are complaints monitored and analysed in order to identify weaknesses in procedures or individual boats? If so, how often?	Y	N
Is there any evidence of any measurable improvement to any aspect of the business as a result of customer complaints?	Y	N
Is a customer satisfaction survey operated?	Y	N
Are all customers invited to make comments?	Y	N
How are the results used?	Y	N
If boats are let on behalf of third party owners, is a written report provided to the owner in order to provide quality feedback and improvement points?	Y	N

Housekeeping

How does the company ensure a high standard of housekeeping throughout the fleet?	Y	N
Do housekeepers undergo training?	Y	N
Are there any supervisory staff?	Y	N
Are spot checks undertaken?	Y	N
Is the standard of housekeeping included in the customer satisfaction survey?	Y	N

Boat Maintenance

Do you keep maintenance logs for each hire boat?	Y	Y
How does the company ensure that every boat goes out in good working order every time?	Y	N
Are worksheets generated for mechanical and domestic defects? If yes, how are they generated?	Y	N
What is the servicing regime?	Y	N
Who is responsible and is the process well managed?	Y	N
What is the procedure for responding to breakdowns or emergencies on the water for one of your boats?	Y	N

Accessibility

Are there any accessible features on the website?	Y	N
Can deaf customers or those with hearing impairment communicate and book either on-line or via email? Are staff aware of the Type-Talk service?	Y	N
Are some boats a little more accessible than others and is this made clear in the information?	Y	N
Are staff trained to assist customers with special needs?	Y	N

Boat Handover & Customer Information

Handover Procedure	Y	Y
The Quality Audit Trail	Y	N

Broads Authority

13 May 2022

Agenda item number 12

Amendment to “Scheme of powers delegated to the Chief Executive and other authorised officers” to include planning enforcement matters

Report by Senior Governance Officer

Summary

The need to clarify the position regarding the handling of planning enforcement matters has come to light. An amendment to the “Scheme of powers delegated to the Chief Executive and other authorised officers” is proposed to address this.

Recommendation

To adopt the proposed changes to the planning section of the “Scheme of powers delegated to the Chief Executive and other authorised officers”.

1. Introduction

- 1.1. In 2021 the Broads Authority reviewed its scheme of powers delegated to officers as a [document](#) entitled “Scheme of Powers delegated to Chief Executive and other authorised officers”. This was approved by the Authority on 19 March 2021. The revised scheme has been implemented following its adoption.

2. Proposed change in the scheme of delegation

- 2.1. There is a provision in section (37)(ix) of the scheme of delegation, common to many Local Planning Authorities, to require that where any Authority member or Authority officer is involved in a planning application then that application must be determined by the Planning Committee. The purpose of this provision is to ensure transparency and probity of decision-taking.
- 2.2. It has become apparent that there is no equivalent provision relating to enforcement matters where either a member of the Authority or officer is involved. This omission could result in there being a perception of favourable treatment being shown, either around the process followed, or the decision taken, particularly where an enforcement matter is not pursued. The former can be addressed by strict adherence to the processes in the adopted Enforcement Plan, however the latter is harder to explain as

enforcement cases are typically not publicised (in the way a planning application would be) and the files are kept confidential. There is therefore no ready mechanism by which a third party can see how any decision was reached.

- 2.3. It would be beneficial to address this omission and the following wording is considered to be appropriate:

“The determination of enforcement cases is considered to fall within the delegation scheme and will be undertaken by officers, unless any Authority member (including co-opted members of the Navigation Committee) or Authority officer is involved in the case.”

- 2.4. It is proposed to include this new section at paragraph 46, and re-number the following sections of the document accordingly.
- 2.5. At its meeting on 29 April 2022, the Planning Committee endorsed the proposed change and recommended it to the Broads Authority for adoption.

3. Risk implications

- 3.1. There is a risk that without this amendment there may be a perception of impropriety and the consequent reputational damage. It is in the public interest for the Broads Authority as a local planning authority to have effective delegation arrangements in place.
- 3.2. The Authority’s Monitoring Officer has been consulted and is in agreement with the proposed amendment.

Author: Sara Utting

Date of report: 03 May 2022

Broads Authority

13 May 2022

Agenda item number 13

Standing Orders relating to Contracts- annual report on requests to waive in 2021/22 and list of approved contractors

Report by Director of Finance

Purpose

This report details the 2021/22 annual summary of instances where Standing Orders were waived by the Chief Executive and the three-year review of the Standing Lists for Piling and Fen Contractors.

Recommended decision

- i. To note the annual instances where Standing Orders were waived.
 - ii. To approve the standing list for fen contractors in 5.5.
-

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4.	Standing Tender List for Piling Contractors and Fen Management	4
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1. Introduction

- 1.1. The first part of the report provides details where the Chief Executive authorised a waiver of Standing Orders during 2021/22. Waivers can only be approved by certifying that there is an extreme urgency, only one supplier or in certain other circumstances. It also requires that all waivers authorised under delegated powers must be reported to the Authority on an annual basis.

- 1.2. The second part of the report provides details on the renewal of the Standing Lists following the process set out in the ‘Standing Orders Relating to Contracts’.

2. Waivers authorised in 2021/22

- 2.1. Thirteen separate waivers to Standing Orders were authorised in 2021/22, as shown in Table 1. The costs in the final column are shown exclusive of VAT.

Table 1

Summary of waivers authorised in 2021/22

Ref	Details of Contract	Supplier	Amount (£)
A	Hydrographic survey equipment	Swathe Sales & Support Ltd	£12,887
B	Behaviour change campaign for all National Parks	SD Advertising	£28,000
C	Creative assets for behaviour change campaign for all National Parks	Contented Brothers Ltd	£14,900
D	Web development and hosting of behaviour change campaign for all National Parks	Rubber Cheese Ltd	£8,000
E	Scaffolding for repair of Mutton’s Mill	DJ Oakley Scaffolding Ltd	£19,552
F	Horsey Wetland Project monitoring	Exo Environmental Ltd	£16,148
G	Horsey Wetland Project planting	Ivel Aquatics Ltd	£7,702
H	Payroll services	Norfolk County Council	£8,000
I	Hydrotreated Vegetable Oil	Crown Oil Ltd	£24,510
J	Training for the Heads of Communications for all National Parks	Impact Factory	£3,900
K	Replacement solar panels for RA	Ray Power	£7,628
L	Revisions to animated safety videos	Archant Ltd	£10,000
M	Soil carbon assessment	Cranfield University	£17,835

- 2.2. Further details of the individual contracts and the reasons for waiving Standing Orders are set out below.

- A. **Sole supplier:** Whilst other suppliers exist for large/deep scale applications the BioSonics equipment is most suitable for small scale and shallow waters. BioSonics equipment has been used by the Broads for the past 13 years for surveying water plant growth.
- B. **Urgency:** This project was in response to the increased numbers the National Parks were facing following COVID-19. It was agreed to target visitors for the Easter Holidays with the Parks only agreeing the budget just before then. This meant there was no time to request a further three quotes before the project needed to be delivered.
- C. **Urgency:** This was part of the same project as B and D.
- D. **Contract extension to original contract:** The supplier had previously designed and built the website for National Parks UK. For the site to be modified to include the new campaign in B and C it was not sensible to look for alternative supplier. The waiver also covers the ongoing hosting for this site.
- E. **Competitive quotes not received:** Of the three contractors approached for quotation, only one responded. The contractors approached were recommended by the Norfolk Windmills Trust as suppliers suitable for listed buildings.
- F. **Competitive quotes not received:** Of the three contractors approached for quotation, only two responded. The contractor selected was made on lowest price.
- G. **Urgency:** This part of the project was originally due to be resourced in-house. However the introduction of Farming in Protected Landscape meant resources had to be redirected. The contractor selected was based on them already being successfully appointed to supply the plants and having capacity to plant them.
- H. **Contract extension to original contract:** This was agreed by committee on 24/09/21 (agenda item 12) to extend the contract until 31 March 2023. The contract has been in place since 2014 and has provided value for money. This contract will be retendered for services post 1 April 2023.
- I. **Not the cheapest quote:** Of the suppliers available to deliver to the Broads the chosen supplier was the only one who could deliver via palletised containers and used a sustainable feedstock. Once the trial is complete tanker options can be investigated. This supports the Authority's move towards reducing its carbon emissions.
- J. **Competitive quotes not sought:** The supplier had already provided bespoke training to all the National Parks and remains the preferred supplier of choice. The cost of the training has been recharged to all parks. The total spend for all three training courses since February 2020 is £10,230.54.

- K. **Sole supplier:** These replacement solar panels come from the original manufacturer to a set specification to improve reliability and efficiency of the trip boat, particularly during the peak season.
- L. **Sole supplier:** The original safety animations were subject to a waiver in 2020/21. Value for money was demonstrated by modifying existing videos originally produced by the supplier rather than starting from scratch.
- M. **Competitive quotes not received:** Of the four contractors approached for quotation, only two responded. The contractor selected was made on lowest price.

3. Summary

- 3.1. Twelve waivers were approved by the Chief Executive and one by committee in 2021/22, compared to the nine in 2020/21. Although this represents an increase compared to the previous year, three waivers related to the same project. In total, four of the waivers relate to the work of the UK Communications Team with the total costs being shared by all of the National Parks. All approved waivers were considered to be justified on the grounds of achieving the best outcome for the Authority at the best possible price.

4. Standing Tender List for Piling Contractors and Fen Management

- 4.1. Section 15 of the Authority's 'Standing Orders Relating to Contracts' sets out the procedure for Selective Tendering from a standing list of approved contractors. This Standing Order applies where the Authority or appropriate committee has decided that invitations to tender for a contract are to be limited to those persons or bodies whose names are included in a list compiled and maintained for that purpose.
- 4.2. In the past the Authority has maintained two lists: one for piling contractors and one for fen management contractors. These lists are reviewed every three years.
- 4.3. Upon on the initial review of the piling contractor list it has been decided to remove this list. All future opportunities will be advertised in an open procedure on Contract Finder. It is hoped that by removing the selective list the Authority will receive a better response rate from potential suppliers and secure better prices during periods of high inflation.
- 4.4. In accordance with Standing Order 15, an advert for expressions of interest or inclusion on the Fen Management standing list was published on the Authority's website and Contracts Finder. Interested parties were required to complete a questionnaire.

5. Fen Management Contracts

- 5.1. Since 2001, the Authority has worked with local reed and sedge cutters to facilitate the continuation of this heritage industry (Action Plan for the Reed and Sedge Cutting Industry, 2012). One of the ways in which the Authority has provided support is to offer small-scale fen management work to reed and sedge cutters, at the time of year when commercial reed and sedge cannot be harvested.
- 5.2. This small-scale contract work typically includes scrub clearance and conservation mowing of non-commercial fen on Broads Authority land and / or sites where the Authority is the managing agent. Such contract work aids the Authority in achieving its management obligations.
- 5.3. The contract work is awarded in accordance with criteria set out by the Broads Authority to all interested cutters who can demonstrate appropriate equipment and health and safety standards. A standard day rate for payment is agreed between the Authority and the Broads Reed and Sedge Cutters Association (BRASCA). This rate is assessed annually to ensure the rate represents good value for the Authority, compared to that charged by other similar commercial wetland management contractors, and also to take account of any inflationary change.
- 5.4. The benefits of compiling this list are as follows:
 - All local reed and sedge cutters who actively harvest these products commercially, and wish to apply for small-scale contract work are given an equal opportunity to do so.
 - Information relating to equipment certification and insurance can be gathered, held and updated centrally.
 - Contractor competency and health and safety management can be assessed through a formal process.
- 5.5. The following contractors, unless indicated below, expressed an interest in inclusion in the Standing List, all of whom had successfully joined Standing List in 2019:
 - Chris Henshaw
 - William Burgess
 - Brett Fransham (new for 2022)
 - Paul Eldridge
 - Rowan Nicholls
 - Jeremy Nicholls
 - Lawrence Watts

- 5.6. All of these contractors were asked to complete a form confirming existing details and asked to submit up to date certificates. Each submitted form was reviewed for the purpose of checking that the details provided met the stated approval criteria.
- 5.7. All seven contractors comprehensively provided all the information required and fulfilled the criteria for approval. Whilst this does represent a reduction of eight since 2019 due to retirements, it is recommended that the Authority approves these contractors for inclusion on the standing list as set out in recommendation (ii) above.
- 5.8. The Fen Management standing list will be renewed on a three-year basis (the next being April 2025. The review will consist of the following:
- a) All contractors on the Standing List will be contacted at least 4 weeks before the review and asked if they wish to remain on the list.
 - b) All projects executed using the Standing List will be reviewed and any contractor who has not performed adequately (e.g. breach of contract, not meeting the requirements of the specification, method statements or risk assessments) will be removed from the list.
 - c) Contractors not on the list who have expressed an interest in inclusion on the list, may be recommended to the Authority for inclusion on the list upon submission of an adequately completed questionnaire.
 - d) The list of contractors will then be put to the Authority for approval.

Author: Emma Krelle

Date of report: 25 April 2022

Background papers: Standing Orders Relating to Contracts

Broads Authority

13 May 2022

Agenda item number 14

Annual summary of formal complaints – 2021/22

Report by Senior Governance Officer

Purpose

This report summarises the formal complaints received by the Broads Authority in 2021/22, together with the outcome of those complaints.

Recommended decision

To note the report.

1. Introduction

- 1.1. It is considered good practice for public bodies such as the Broads Authority to have effective, transparent and accessible arrangements in place to deal with complaints, to adequately publicise their complaints procedures, to monitor responses and to make sure lessons are learnt from the outcome of complaints.
- 1.2. The formal complaints summarised in this report are those made by members of the public and service users during the period 1 April 2021 to 31 March 2022, together with a summary of the Authority's responses.

2. Broads Authority complaints procedure

- 2.1. The Authority's formal complaints procedure is published on its website at [How to complain \(broads-authority.gov.uk\)](https://www.broads-authority.gov.uk/how-to-complain). The procedure has a number of stages:
 - In the first instance, complainants are advised to contact the manager responsible for the area of work where they have a complaint or comment, so that the matter can be dealt with informally and as near as possible to the point of contact.
 - If it is not possible to resolve the complaint informally, the complainant may submit a formal complaint in writing. This complaint is investigated by the appropriate Director, who has a responsibility to reconsider the matter objectively and professionally. The complainant will receive a detailed reply in writing identifying whether their complaint is upheld or not. The reply will also explain how to take the matter forward should the complainant remain dissatisfied.
 - Finally, if the complainant is still dissatisfied as a result of the Director's response, they may ask for the matter to be reviewed by the Chief Executive. The Chief

Executive is required to review the complaint in an impartial manner and may, if he/she sees fit, seek advice from other officers such as the Monitoring Officer, and also seek direction from the appropriate committee, or from independent consultants or advisers if he/she believes that an external view would be helpful. If the formal complaint concerns action that the Chief Executive has taken, it will be reviewed by the Chairman of the Authority. This is the final stage of the Authority's formal complaints procedure.

- 2.2. The Authority seeks to provide a remedy to complaints when it is found at fault.
- 2.3. The Authority has a separate [Members Code of Conduct and complaints procedure](#), which clarifies the conduct expected by members and summarises how the Authority deals with such complaints.

3. Local Government Ombudsman

- 3.1. The Local Government Ombudsman (LGO) investigates complaints by members of the public who consider that they have been caused injustice by the administrative actions (maladministration) of local authorities and other bodies within their jurisdiction, which includes the Broads Authority.
- 3.2. The LGO provides a free, independent and impartial service, and will normally only agree to investigate a complaint if the internal complaints procedures of the appropriate body have been exhausted.

4. Formal complaints 2021/22

- 4.1. Seven formal complaints were made to the Authority in 2021/22 (one of which proceeded to a complaint to the LGO and one to the Information Commissioner's Office). The subject matter and outcome of those complaints is set out in Appendix 1. Other complaints and issues resolved on an informal basis are not recorded.

5. Comparison with previous years

- 5.1. The summary of formal complaints reports to the Authority recorded five complaints in 2020/21; four in 2019/20, six in 2018/19 and 15 in 2017/18. In terms of complaints to the LGO, two complaints were made in 2020/21; one in 2019/20, one complaint in 2018/19 and none in 2017/18.

6. Conclusion

- 6.1. Given the breadth and volume of the Authority's work, the number of formal complaints received in 2021/22 is considered to be small. Officers will continue to record and monitor formal complaints and seek to learn lessons from them, especially if the Authority's actions have fallen below expected standards.

Author: Sara Utting

Date of report: 26 April 2021

Appendix 1 – Formal complaints 2021/2022

Appendix 1 – Formal complaints 2021/2022

Summary of complaint	Final response provided by	Stage reached and summary of response
The complainant had issues with the water levels and the bridge at Potter Heigham, and the impact they had on his business.	Chief Executive	Stage 1 – A detailed response was provided explaining that these issues were not the responsibility of the Broads Authority; it was only responsible for maintaining the waterways for navigation. The complainant was offered to outline what works he considered were required regarding the bridge and water levels and these would be forwarded to the relevant body(ies).
<p>This complaint was linked to a FoI request (dating back to 2020) and covered:</p> <ul style="list-style-type: none"> • The information supplied under the FoI • The information disclosed under a Data Subject Access Request • The incorrect exemption being applied. <p>A complaint was lodged with the ICO.</p>	Information Commissioner's Office (ICO)	<p>As required by the ICO, a complete review of the case was carried out and all relevant documentation was provided, together with the correct exemption relating to those documents which were not provided.</p> <p>The Authority also apologised to the complainant for the delay and inconvenience that its handling of the request had caused, and reassured them that it had taken steps to address the errors in the handling of the request and to minimise the risk of any similar errors occurring in the future.</p>
Compliance with various parts of the GDPR relating to a Subject Access Request	Chief Executive	Stage 3 – A detailed response was provided. It was concluded that the Authority had supplied the relevant data which it held. In terms of the other matters raised, relating to the payment of a toll, the

Summary of complaint	Final response provided by	Stage reached and summary of response
		complainant was advised to liaise with the Collector of Tolls.
Maladministration concerning the handling of two planning applications	Director of Operations	Stage 2 – A detailed response was provided to all of the points raised, together with an explanation that the Authority had received third party assessment via the Monitoring Officer about the handling of the planning applications and the conclusion was that there was no maladministration; the correct processes and procedures were observed and the applications and their determinations were correctly made. Accordingly, the complaint was not upheld.
The Authority's handling of two planning applications at Haddiscoe	Monitoring Officer (once completed)	Stage 3 – in progress. Independent review being carried out (as the complainant considered that both the Chief Executive and Chair were predetermined to the matters he had raised).
Classification of private area of water adjacent to Berney Arms Inn and liability for payment of mooring tolls	Local Government Ombudsman (LGO)	<p>Stage 3 – A full response was provided confirming that the site was in the navigation area and an exemption did not apply in terms of payment of tolls. Complainant also advised to contact relevant officers to discuss matters re. planning permission and payment of tolls.</p> <p>LGO - Responded that they are not investigating the complaint about liability for tolls for mooring and</p>

Summary of complaint	Final response provided by	Stage reached and summary of response
		navigation as it is for the complainant to seek a remedy in the Courts.
Lack of response to an FoI request relating to moorings on the River Ant at How Hill	Data Protection Officer	Stage 1 – The initial stage one investigation showed the original complaint had been denied access to our systems by the Broads Authority spam filter, once cleared by our anti-virus protection protocol a partial response was provided. Further information was limited as the issue is the subject of an ongoing legal process.