

Broads Authority

Agenda 24 November 2023

10.00am

Yare House, 62-64 Thorpe Road, Norwich, NR1 1RY

John Packman, Chief Executive – Friday, 17 November 2023

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

Introduction

1. To receive apologies for absence
2. Chairman's announcements
3. Introduction of members and declarations of interest
4. To note whether any items have been proposed as matters of urgent business
5. Public question time – to note whether any questions have been raised by members of the public
6. **To receive and confirm the minutes of the Broads Authority meeting held on 22 September 2023** (Pages 3 - 12)
7. **Summary of actions and outstanding issues following decisions at previous meetings – to note the schedule** (Pages 13 - 19)

Strategy and policy

8. **Strategic priorities for 2024/25 and update on strategic priorities for 2023/24** (Pages 20 - 29)
Report by Chief Executive and Senior Governance Officer
9. **Proposed navigation charges for 2024/2025 in the navigation area and adjacent waters** (Pages 30 - 41)
Report by Chief Executive, Director of Finance, and the Collector of Tolls

10. **Financial performance and direction** (Pages 42 - 59)
Report by Director of Finance
11. **Digital boundary** (Pages 60 - 74)
Report by GIS Officer
12. **Education strategy** (Pages 75 - 90)
Report by Education Officer

Governance

13. **Corporate partnership register** (Pages 91 - 107)
Report by Senior Governance Officer
14. **Member report on outside bodies - Broadland Futures Initiative update** (Pages 108 - 111)
Report by Matthew Shardlow

Reports for information

15. The Port Marine Safety Code and Health and Safety matters: 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 – 8 June 2023](#)
 - [Planning Committee – 15 September 2023](#)
 - [Navigation Committee – 7 September 2023](#)
 - [Planning Committee – 13 October 2023](#)
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 – **Friday 26 January 2024** at 10.00am at the King's Centre, 63-75 King Street, Norwich, NR1 1PH

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

Broads Authority

Minutes of the meeting held on 22 September 2023

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

Present

Bill Dickson – in the Chair, Harry Blathwayt, Stephen Bolt, Peter Dixon, Tony Grayling, James Harvey, Paul Hayden, Tristram Hilborn, Tim Jickells, Sian Limpenny, Leslie Mogford, Greg Munford (from item 8 onwards), Keith Patience, Michael Scott, Matthew Shardlow

In attendance

John Packman – Chief Executive, Natalie Beal – Planning Policy Officer (item 10), Dan Hoare – Head of Construction, Maintenance and Ecology, Estelle Culligan – Deputy Monitoring Officer (items 12 and 13 via Teams), Emma Krelle – Director of Finance, Rob Rogers – Director of Operations, Marie-Pierre Tighe – Director of Strategic Services, Sara Utting – Senior Governance Officer, and Lorraine Taylor – 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 Alan Goodchild, Martyn Hooton, Kevin Maguire, Vic Thomson, Melanie Vigo di Gallidoro, and Fran Whymark.

2. Chairman's announcements

The Chair confirmed that there was no change to the order of the agenda items.

3. Introduction of members and declarations of interest

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

4. Items of urgent business

There were no items of urgent business.

5. Public question time

No public questions had been received.

6. Minutes of last meeting

The minutes of the meeting held on 28 July 2023 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. The Chief Executive (CE) directed the Members to the final page of the summary and asked them to note the two outstanding matters added following the last meeting on 28 July 2023.

The CE provided an update on the Hulver Ground purchase where the Authority was proceeding with a conditional purchase. The Historic Environment Manager visited the drainage structure at Strumpshaw Fen on 21 September 2023 and confirmed that the repair of the brick channel was three-quarters complete, the pipework was fitted for the dry fix, and work had started on the end of the channel.

Regarding the reduction in office space at Yare House, the Authority were still waiting for approval by the landlord of the plans submitted.

The report was noted.

8. Strategic priorities - update

Members received the report of the Senior Governance Officer (SGO) setting out the latest progress in implementing the Authority's annual strategic priorities for 2023/24.

The Chief Executive (CE) provided an update on the Tolls System explaining that the current system had two different elements – internal and external. The Authority had found a company that may be able to take the existing internal system, update it to the latest version and host it in the Cloud. If successful, this exercise could save the Authority some money.

A Member asked whether the new company was sufficiently large and robust for the Broads Authority to rely on. The CE replied that the Authority believed this to be so and that this was a small part of the larger project.

In response to a question on whether the system would be in place for this coming round of tolls, the CE replied that it would not be in place and that the refresh of the tolls system was a much longer project.

A Member asked about item 2(i) of the report and the progress of the Local Nature Recovery Strategy (LNRS). The Director of Strategic Services (DSS) replied that there had not been much progress on the LNRS due to some staffing changes at county level. The Nature Recovery Manager had been appointed by Norfolk and Suffolk County Councils to work on drafting the strategy.

A Member asked whether there was an update on how the Authority was progressing in undertaking the review in relation to species and habitat priorities and what the Authority

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wanted to see delivered in respect of the Nature Recovery Strategy. The DSS replied that the Authority had submitted an updated Nature Recovery Portfolio on the latest activity from England's National Parks. It recorded areas that the Authority had been working on and types of habitats. The DSS was looking into preparatory work on translocation, to move one species from one location to another as we adapt to Climate Change. In terms of status of species, the Biodiversity and Water Strategy covers this, however, the Authority had not completed any additional work on this since it was last updated.

The report was noted.

9. Financial performance and direction

Members received the report from the Director of Finance (DF). The Members were asked to note the income and expenditure figures, the latest pay negotiations in paragraph 4.2 of the report, and the prudential indicators in paragraph 6.1 of the report.

The DF reported that the figures in the report were up to the end of July 2023, and updated the Members on the August figures. As at the end of August, the actual variance had decreased to £147,455, a £50,248 improvement compared to the July figure. The income variance had reduced by £69,658 and this was mainly due to an improvement in hire craft tolls and investment income, however, this had been slightly offset by a reduction in private craft toll income. There had been no change to the latest available budget and the forecast deficit had decreased to £73,022 due to the increased investment income and tolls and also included the forecast adjustment for the latest pay offer which was noted in paragraph 4.2 of the report. Earmarked reserves had increased slightly to £3,821,210. Based on the current forecast National Park reserves are predicted to be at £828,000 which was 23.8% and Navigation reserves at £557,000 at 12.6%.

The Chief Executive (CE) commented that the Head of IT and Collector of Tolls (HITCT) had completed some in-depth analysis on toll income, and it showed that in 2020 the total number of crafts on the Broads had significantly reduced because of Covid. In 2021 and 2022 there had been a significant increase post-Covid, and in 2023 boat numbers had returned to almost the same figures as 2014-2019. There had, however, been changes in the composition on the crafts, i.e., more paddle boards, and the HITCT was looking into that in more detail.

The report was noted.

10. Planning policy – Coastal adaptation SPD

The report from the Planning Policy Officer (PPO) was received by the Members. The Chair invited Harry Blathwayt as Chair of the Planning Committee (CPC) to comment on the proposal. The CPP said that the issue for the Broads Authority was not the risk from erosion, but from flood and the stretch of coast concerned was looked after by the Environment Agency. The Coastal adaptation SPD was a major piece of work, but not as major for the Broads Authority as perhaps other districts where there was eroding coast.

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In response to a question on what practical difference the Coastal Adaptation made, the PPO advised that for the stretch of coast in the Broads Authority the SPD is not as relevant as those LPAs with settlements or properties at risk of erosion, however, it was about collaborative working with other authorities and organisations for a joint approach on the stretch of coast that the document covered. The CPP added that everything was connected and that the east coast was the most dynamic coast in Europe and was the fastest moving and changing, which meant that everything would have an impact. With this document, the work outside the Broads Authority area would benefit the Authority's area.

Stephen Bolt proposed and Leslie Mogford seconded.

It was resolved unanimously to:

- i. adopt the SPD; and**
- ii. authorise the Head of Planning, in consultation with the Chair of Planning Committee, to make any presentational or typographical amendments to the Coastal Adaptation SPD prior to it being published.**

11. Riverside Tree Management

Members received the report from the Head of Construction, Maintenance and Ecology (HCME) which explained the navigational issues posed by riverside trees and scrub to waterways users and the prioritisation of management actions by the Broads Authority.

The Chair confirmed that, as per paragraph 10.3 in the report, the Navigation Committee had unanimously supported the report at its meeting on 7 September 2023. He added that the document was an excellent piece of work and that the HCME should be congratulated and thanked for the work that had been put into this report.

The HCME gave an overview of the report and said that there was always the potential to do more in different areas, however, the Authority had set out a framework to work within resources and constraints such as permits required from statutory partners, as well as balancing the needs of navigation and other activities.

A Member asked how the Broads Authority prioritised each area, whether there were any opportunities to time the work to avoid sensitive times of year, and whether the environmental impacts were understood in respect of species habitat. The HCME referred the Member to Table 1 of paragraph 3.4 of the report which set out the prioritisation criteria and scoring methodology used. The areas were broken down into small manageable pieces where sailing intensity, boat usage, mooring presence and the tree growth then assessed in those areas and scored as noted in Table 1. Once areas were identified, then the works were programmed as set out in paragraph 3.5 of the report. The Authority worked with statutory partners to obtain permissions and consents to enable work to be carried out at the appropriate times of year for the sensitive species involved.

A Member said that riverside tree management was a complex and contentious area and asked whether the Authority could find a simpler way to publicise what the Authority did and

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why in a short document, laying out the balance which could then be widely distributed. The HCME confirmed that there was a web page which set out an overview of how and why the work was done, however, it was something that could be looked at.

In response to a question on how the Authority was reducing its herbicide and pesticide use, the HCME advised that a reduction in herbicide use was embedded in the Authority's processes and that some of the actions taken included only treating 50% of tree stumps that were cut, and a reduction of herbicide use on moorings to manage vegetation.

There was further discussion on the management of the Broads area in terms of scrub and tree management, and the history and heritage of the area. A Member commented that tree management was a hazardous task and asked how the Authority considered the safety of the staff. The HCME replied that one of the investments made in the past few years was the purchase of hydraulic tree shears which enabled the mechanisation of certain activities, thereby reducing risk. He confirmed that safety was a big consideration when carrying out any work.

Members unanimously agreed to endorse the paper and the approach set out for proactive management of riverside trees for the principal purpose of navigational safety.

12. Establishment of a Standards Committee

The Deputy Monitoring Officer (DMO) joined the meeting remotely.

Members received the report from the Senior Governance Officer (SGO) setting out the proposals for the establishment of a Standards Committee. The SGO commented that this was the next recommendation to be implemented from the external review into the formal complaint. From that, two important issues had been identified for governance improvement, the first was to enhance the role of the Audit and Risk Committee which was agreed by Members at the last meeting, the second was to establish a Standards Committee with not only a reactive role in dealing with complaints under the Code of Conduct, but also a proactive role.

The SGO informed Members that since the publication of the report, there were four suggested changes to be considered:

- In terms of the frequency of meetings set out in the proposed terms of reference (page 72 of the papers), it was originally suggested that the committee would meet three times per annum based on a possible predicted workload, however, on reflection it was proposed to amend this to a minimum of one scheduled meeting per annum, and any additional meetings called as necessary.
- Following on from the recommendation to reduce the number of meetings, it was proposed to delete recommendation iii in view of the reduced number of meetings and anticipated workload for the Chair of that committee, as it was no longer considered that a Special Responsibility Allowance was applicable.

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- In terms of the membership, it was considered that on reflection there was no merit in stipulating a split, i.e., 4 Secretary of State members and 3 local authority members. The proposal was to have seven members with no prescribed split.
- In terms of recommendation ii and the appointment of members to the Standards Committee, it was suggested that Members who were interested in serving on the committee be invited to submit an expression of interest to the Governance team, and that the decision on the final membership be delegated to the Chief Executive in consultation with the Chair of the Authority.

The DMO confirmed that under the Section 27 of the Localism Act, all authorities must have a Code of Conduct and arrangements for dealing with complaints. Most authorities had a Standards Committee, and it was good practice.

A Member questioned the role of the Independent Person and the DMO advised that it was an important role if there were to be a Code of Conduct complaint. The Monitoring Officer could discuss with the Independent Person about how to proceed and the subject Member was also able to consult with them. The Independent Person was an independent voice in the process, and they would be able to attend any hearings. Usually, the Independent Person was a retired legal or HR professional.

There was a lengthy discussion on the make-up of members on the committee and some Members expressed concern if there was not a prescribed split. One Member had a particular concern if there was a contentious issue and local authority appointees might be influenced by their appointing body. The Chair took this opportunity to remind Members of the basis of local authority appointees, which was not to represent their local authority but to represent the best interest of the Broads Authority.

The Chief Executive (CE) said that seven good members from the Authority would be appropriate regardless of whether they were Secretary of State or local authority appointees. The DMO said that the CE's point was valid and that all Members of the Broads Authority were working to the same goal, and that a mix was a good idea, but it was not necessary to document this.

The SGO confirmed that in the normal meetings cycle the membership of the Standards Committee would be brought to the July Broads Authority meeting to agree, along with the other committee appointments. If Members were unable to support the suggested approach in this instance, the proposed membership could be brought to the next meeting of the Authority if it was thought necessary. It was agreed after some discussion that the decision could in this instance be delegated to the CE in consultation with the Chair of the Authority.

A Member referred to paragraph 4.2(e) of the complaints procedure and said that there might be instances where the 3-month timescale may not be appropriate. He suggested that the word 'usually' be added. The DMO confirmed that it was sensible to add extra words to make it clear that in exceptional circumstances, the time period could be extended and make it more discretionary.

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A Member asked whether there was a timescale for acknowledgement of complaints and whether the Standards Committee would produce an annual report. The DMO replied that the requirement of producing an annual report was a feature of the Monitoring Officer Protocol and the Terms of Reference of the Standards Committee. The DMO confirmed that sensible timescales could be added to the document and officers would look at other authorities' standard timescales for responding.

In response to a question, the SGO confirmed that the Standards Committee would report to the Board. She advised that an email would be sent to Members requesting expressions of interest from those who would like to be considered for appointment to the committee.

Leslie Mogford proposed, and Paul Hayden seconded.

It was resolved unanimously to:

- i. appoint a Standards Committee and agree its terms of reference (as amended), together with the associated changes to the Member Code of Conduct complaints procedure (and as amended above); Standing Orders 21 and 24 and the relevant sections of the Scheme of Powers Delegated to the Chief Executive and other authorised officers; and**
- ii. invite Members who were interested in serving on the Standards Committee to submit an expression of interest and that the decision on the membership be delegated to the Chief Executive, in consultation with the Chair of the Authority.**

13. Monitoring Officer protocol

The Members received the report on the proposal to adopt a Monitoring Officer protocol from the Senior Governance Officer (SGO). The SGO said that although this was not a recommendation from the external complaint, it was considered that the adoption of a Monitoring Officer protocol would complement the Authority's other changes and improvements that had been made.

Stephen Bolt proposed, and Michael Scott seconded.

It was resolved unanimously to adopt the proposed Monitoring Officer Protocol.

14. Minutes to be received

Members received the minutes of the following meetings:

Broads Local Access Forum – 07 June 2023

Planning Committee – 21 July 2023

Planning Committee – 18 August 2023

15. Other items of business

There were no other items of business.

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16. Formal questions

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

17. Date of next meeting

The next meeting of the Authority would be held on Friday 24 November 2023 at 10.00am at Yare House, 62-64 Thorpe Road, Norwich, NR1 1RY.

The meeting ended at 11:15am.

Signed by

Chairman

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Appendix 1 – Declaration of interests: Broads Authority, 22 September 2023

Member	Agenda/minute	Nature of interest
Peter Dixon	Item 11	Owner of a river cruiser and a member of the river cruiser class. Non-registerable interest and the item under discussion did not directly relate.
Harry Blathwayt	Item 10	Portfolio holder of the North Norfolk Coast as Member of North Norfolk District Council. Other registerable interest but the matter under discussion did not relate directly to the finances or well-being of his interest.

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Broads Authority

24 November 2023

Agenda item number 7

Summary of actions and outstanding issues following discussions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Wherryman's Way footpath on River Chet	26/07/2019	Rob Rogers	Wherryman's Way footpath by River Chet included in priority actions for new Waterways and Recreation Officer. Discussions ongoing with Norfolk County Council.	<p>July 2023: The Community Infrastructure Levy funding application was unsuccessful. The project team are scoping options for proceeding with the £216,000 currently available from the previous funding application. Norfolk County Council (NCC) are meeting with GNGB to establish the feasibility of a reapplication for funding. NCC are also actively looking for alternative funding to support the project.</p> <p>At the Hardley Flood site - there are three major ecological considerations (European protected species) Otters by footpath line - commissioned consultant to report. Water vole - a Norfolk Biodiversity Info report has been requested. Desmoulin's Whorl Snails – very specialist species – awaiting report.</p> <p>Once the ecological reports are completed talks will be held with Natural England regarding next steps. NCC have met with NP Law for advice on statutory duties and legislation for priority for Public Rights of Way or Ecology.</p> <p>At the Bramerton Site – the Broads Authority are working with engineering consultants on a gabion basket and rock roll design for the bank restoration.</p> <p>August 2023: No further update.</p> <p>November 2023: No further update.</p>	31/12/2021
Responding to Climate Change Emergency	27/09/2019	John Packman	To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to: Recognise climate emergency	<p>13 September 2022: A member workshop was held on the 25th of July, and the full report circulated to members. Work is ongoing on the next steps, with a report anticipated for the November Authority meeting.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			<p>Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040.</p> <p>Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system.</p> <p>Work with constituent local authorities to reduce emissions from domestic, travel and other sources in the Broads across the two counties.</p> <p>Work with farmers, land managers, NFU and Defra to influence land management practices, to maintain and build organic matter and carbon in soil, improve biodiversity and store water to protect against flooding and drought.</p> <p>Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism; and</p> <p>Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.</p>	<p>The next phase of Clean maritime funding, which may allow us to build on the Electrifying the Broads feasibility study, is expected to be announced on the 22nd of September.</p> <p>November 2022: We are working on various possible bids for external funding to support our climate change work, including the Norfolk Investment Framework.</p> <p>Unfortunately the Clean Maritime Competition Phase III was not suitable for the Electrifying the Broads project, so we are exploring other avenues.</p> <p>December 2022: An update report setting out next steps was presented to the Authority Meeting in December. We will hear in early January the outcome of the bids to the Pioneer Places fund and the Norfolk Investment Framework.</p> <p>February 2023: Pioneer Places bid was not awarded. We have a new possibility of funding through the Local Electric Vehicle Infrastructure Fund award, in partnership with Norfolk County Council, that includes funding for electric pillars in the Broads.</p> <p>June 2023: We have had discussions with the Canal & Rivers Trust and Environment Agency to see what joint work can be done on boating electrification. Round 4 of the Clean Maritime Demonstration Competition is expected to open in July 2023, we will reach out to partners to determine if we can submit a bid. We are drafting a tender for the installation of solar panels at the Dockyard. We have launched a consultation with Visit The Broads members to identify opportunities to use funding from the Norfolk investment Framework to support sustainable tourism.</p> <p>September 2023: We are continuing to work with Norfolk County Council on developing a bid under the Norfolk Investment Framework for Sustainable tourism.</p> <p>Unfortunately the Clean Maritime Demonstration Competition Round 4 has not proved suitable for the Electrifying the Broads project as it does not allow for capital expenditure. The Dockyard solar tender closed on 15 September.</p> <p>November 2023: No further update.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
'Broads Peat' - A Nature for Climate Peatland Grant Scheme project	23/07/2021	Andrea Kelly	<p>The Broads Peat Project was awarded £785,668 in December 2021 from Defra, as part of the Nature for Climate Peatland Grants Scheme – Discovery Grant which is administered by Natural England. The project budget was revised to £855,831 in December 2022 (the formal Change Control Notice was received from Natural England on 3 January). The project budget was revised to £1,125,831 in April 2023 (the formal Change Control Notice was received from Natural England on 20 April 2023).</p> <p>Broads Peat was initially expected to close in March 2023 - an extension until 31 August 2023 has been granted. Following the Discovery phase, a restoration grant was awarded for Buttle Marsh on 26 August 2023.</p>	<p>Early March 2023: Submission of ~£400k Paludiculture Exploration Fund bid with Norfolk FWAG, Norfolk County Council, NUA, Wetland Products Foundation and Hudson Architects. with support from EA, Broads IDB, Fenland Soil.</p> <p>April 2023: The peat project extension to 31 August was approved, with a revised budget of £1,125,831; the formal Change Control Notice was received from Natural England on 20 April 2023. A restoration bid is being prepared for Buttle Marsh, and discussions have taken place for other sites. Field-by-field assessment of carbon emissions in the Broads was presented to the Lowland Peatland Conference in Ely17-18 April. SWT secondment ended at the end of March. The Carbon Reduction Project Manager is providing additional support to the project.</p> <p>June 2023: The restoration bid was submitted for Buttle Marsh. Paludiculture Exploration Fund project 'FibreBroads' successful, led by Broads Authority, with Norfolk FWAG, Norfolk County Council, NUA, Wetland Products Foundation and Hudson Architects. with support from EA, Broads IDB, Fenland Soil.</p> <p>September 2023: The Broads Peat Discovery project has closed at the end of August, and preparation for the final reporting is underway. The Nature for Climate Peatland Restoration Grant has been awarded to Buttle Marsh in August 2023, with co-funding secured from Anglian Water. Peatlands set to be restored to help tackle climate change - GOV.UK (www.gov.uk)</p> <p>The other Nature for Climate partnership project led by the Broads Authority, 'FibreBroads', ~£500 funded by the Paludiculture Exploration Fund has also started. New investment in peat in fight against climate change - GOV.UK (www.gov.uk) It hosted Minister Pow on 11 & 12 August. Minister Spencer visited the FibreBroads stand at the Royal Norfolk Show. The project featured in eight media articles since the launch of the project in June 2023.</p> <p>November 2023: Reporting on Broads Peat Project complete.</p> <p>Buttle Marsh Peat Restoration project is securing permissions for water transfer, eels, planning and water</p>	31/03/2023

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>voles and reviewing project costs for delivery in 2024, subject to permissions.</p> <p>FibreBroads FibreBroads (broads-authority.gov.uk) a partnership led by the Broads Authority to grow wetland crops, engage with farmers, regulators and fibre product developers is on track. Wetland plants are growing well and many wading birds benefit from the shallow water and damp conditions. Farmer one to ones and workshops in planning stage and 50 NUA students engaged in product awareness.</p> <p>Two further Nature for Climate partnership bids involving the Broads Authority totalling ~£260k have been applied for focusing on water management and farmer collaboration.</p>	
Farming in Protected Landscapes (FiPL)	23/07/2021	Hannah Norman	To deliver the Farming in Protected Landscapes (FiPL) programme.	<p>24 April 2023: The second year of the grant programme was successfully completed. Four projects will continue to 23/24. The Land Management Board met on 17 April and approved three applications for the Broads and one for the Norfolk Coast. For the Broads, one application was rejected and four applications were deferred to the June meeting, pending confirmation of the grant amount for 23/24.</p> <p>11 July 2023: The increase in grant budget has been confirmed by Defra. The Land Management Board met on 5 June and approved 6 applications. So far in the third year of the grant programme 16 projects have been approved, four of which are continuing from year two.</p> <p>17 July 2023: At its meeting on 17 July, the Land Management Board considered 6 applications seeking grants of £99,278.48. One application was funded fully, 3 deferred and 2 funded at a reduced level.</p> <p>5 September 2023: At the meeting on 4 September one project was funded and one deferred. In total 20 projects have been approved with a total allocation of £209,130.40. Juliette Howlett joined the team on the 7 August as a full time FiPL Officer.</p> <p>1 November 2023: No further updates required, and item removed due to duplication with the strategic priorities update.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Recommendations from external review into formal complaint	20/01/2023	John Packman	<p>At the Broads Authority meeting on 20 January 2023, it was resolved to:</p> <p>i. Welcome the findings and recommendations of the independent investigation into the formal complaint and in particular that: “In our view officers acted in good faith and professionally throughout”, and that</p> <p>a. The Broads Authority’s governance arrangements are regularly reviewed by Internal and External Audit, both external to the organisation... There is continuous improvement underway within the realm of governance.</p> <p>b. “any suggestion that there are significant fundamental problems at the Authority and that it is "failing" or similar would be completely incorrect.”</p> <p>ii. In accordance with recommendation a. above and recognising the Authority’s designation as a Best Value Authority it adopts in full the recommendations of the independent review for improvements in the organisation’s governance and procedures as set out in Table 1.</p> <p>iii. Refers the recommendations of the VWV report to the Audit and Risk Committee for detailed consideration and implementation.</p> <p>iv. The Authority recognises the serious impact this process has had upon its officers’ well-being and, while implementing the practical steps in the recommendations, recognises the duty to officers as their employer and commits to protecting its officers in future from unfounded allegations.</p> <p>v. Thank: the Task and Finish Group for its work which has been concluded and its views incorporated into the VWV report; VWV for their independent review and Defra for meeting the costs.</p> <p>vi. To publish the VWV report on the Authority’s website (subject to one redaction of personal information).</p>	<p>16 Feb 2023: All recommendations were adopted by members at the BA meeting on 20 Jan. The report was published on the website on 20 January (rec. vi). A report will be presented to the Audit & Risk Committee on 14 March, to agree a set of actions to implement the recommendations and the relevant timetable. In addition, to delegate authority to the CE and MO to take all and necessary steps to implement the recommendations and report back to the ARC on progress.</p> <p>April 2023: The Audit & Risk Committee agreed the actions and timetable on 14 March. The Senior Governance Officer and Director of Finance subsequently met with the MO and DMO to draw up an action plan on implementing the recommendations, including timescales for presenting draft documents to the relevant committee and full Authority for review and approval. Progress will be reported to the next ARC meeting in July.</p> <p>July 2023: Reports to Planning Committee 21/7 and Audit & Risk Committee 25/7 seeking the committees' views on proposals to implement two of the recommendations, for decision at this Authority meeting. The report to ARC also included progress against the timetable on implementing all of the recommendations.</p> <p>September 2023: Report on the establishment of a Standards Committee for decision at this Authority meeting.</p> <p>At its meeting on 28 July, the Authority adopted revised ToR for the Audit and Risk Committee (and renamed it the Risk, Audit and Governance Committee), and approved changes to the Scheme of powers delegated to the Chief Executive and other officers, and the Code of Practice for members of the Planning Committee and officers (specifically relating to the "call-in" process for planning applications).</p> <p>A minor change to the wording for complaints about unlawful behaviour or action was approved by Management Team on 22 August.</p> <p>November 2023: At its meeting on 22 September, the Authority agreed to appoint a Standards Committee and adopted a Monitoring Officer Protocol. In accordance with</p>	22/12/2023

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				the agreed procedure, Members were invited to submit an expression of interest and the following have been appointed: Harry Blathwayt; Stephen Bolt; Paul Hayden; Peter Dixon and Michael Scott.	
BFI (Broadland Futures Initiative)		Marie-Pierre Tighe	To implement the next steps of the Broad Futures Initiative (BFI) programme, including the development of the modelling which is expected in 2024.	<p>February 2023: Issue 11 of the BFI newsletter was published on 15 February 2023. The project team met on 20 February, and received a presentation from the Broads Angling Services Group on salinity. The next meeting of the Elected Members Forum is due on 4 April.</p> <p>April 2023: The Elected Members Forum met on 4 April, and discussed the long listing of potential flood risk management actions. The project team met on 19 April, and had a workshop focusing on the possible indicators for each of the BFI objectives.</p> <p>July 2023: The Elected Members Forum met on 10 July to discuss the prioritisation of BFI objectives. Issue 12 of the BFI newsletter published in June.</p> <p>September 2023: The results of the prioritisation exercises were shared with the Elected Members Forum at the end of August. A formal decision is expected at their next meeting on 9 October.</p> <p>1 November 2023: No further updates required, and item removed due to duplication with the strategic priorities update.</p>	
Capital Programme	28/07/2023	John Packman	Track final two projects of the capital spend: Purchase of Hulver Ground; and repair of drainage structure at Strumpshaw.	<p>September 2023: Repair of drainage structure nearing completion. No change on Hulver Ground purchase.</p> <p>October 2023: Due to complications connected to the Horning Enclosure (an 1818 restriction on the Hulver Ground) the sale and completed transfer of the land cannot take place until certain conditions within the Closure are satisfied. In order to secure the land purchase and fulfil the conditions set by DEFRA on the Capital Grant money and allow additional time for the seller (Norfolk Community Foundation) to find a resolution. We have agreed to a 'Conditional Sale' where by purchase money is held in trust for 12 months whilst NCF works with the Chariry Commission to satisfy conditions within the enclosure and allow the land registry to transfer to the Broads Authority.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Reduction in office space at Yare House	28/07/2023	Emma Krelle	Reduce occupation to cut overhead costs and reduce carbon emissions.	<p>September 2023: Revised plans for reduced occupation submitted for landlord approval.</p> <p>October 2023: Plans approved by landlord. Prequalification stage of works tender complete with tender packs being finalised to be issued in November.</p>	

Date of report: 09 November 2023

Broads Authority

24 November 2023

Agenda item number 8

Strategic priorities for 2024/2025 and update on strategic priorities for 2023/2024

Report by Chief Executive and Senior Governance Officer

Purpose

This report provides an update on setting the strategic priorities for 2024/2025, together with the latest progress in implementing the Authority's annual strategic priorities for 2023/2024.

Broads Plan context

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

Recommended decision

To agree the strategic priorities for 2024/2025 and note the progress in implementing the 2023/2024 priorities.

1. Introduction

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

2. Strategic priorities for 2024/2025

- 2.1. The first draft of the strategic priorities was presented to members at the Authority meeting on 28 July 2023. The updated list in Table 1 below takes account of those discussions.
- 2.2. **Table 1**
Strategic priorities 2024/2025

Strategic priority	Expected milestones	Lead officer
<p>1. Responding to climate change (Broadland Futures Initiative)</p> <p>Aim: To implement the next steps of the Broadland Futures Initiative.</p>	<ul style="list-style-type: none"> (i) Publish at least two editions of the Broadland Futures Initiative BFI newsletter, by March 2025. (ii) Hold at least two meetings of the BFI Elected Members Forum, by March 2025. (iii) Various technical deliverables from BFI consultant including the new hydraulic model expected mid-2024. (iv) Engagement activities, including consultation as required. 	<p>Director of Strategic Services</p>
<p>2. Biodiversity crisis response</p> <p>Aim: Co-ordinate and implement with partners the development of strategies and projects, including the three Nature for Climate projects.</p>	<ul style="list-style-type: none"> (i) Endorsement of Norfolk & Suffolk Nature Recovery Strategies – timings to be confirmed by responsible authorities. (ii) To complete the “Broads Authority consideration” of biodiversity actions by 1 January 2024. This is the first requirement of the enhanced Biodiversity Duty introduced in the 2021 Environment Act for local authorities and will consider action to take by the Broads Authority to comply with the duty. (iii) To review and refresh the Broads Biodiversity and Water Strategy with partners by March 2025. (iv) To implement Nature for Climate Peat restoration project at Buttle Marsh within agreed budget ~£300k and timeline by March 2025. (v) To implement Nature for Climate Paludiculture Exploration Fund ‘FibreBroads’ project within agreed budget ~£500k and timeline by March 2025. 	<p>Environment Policy Adviser</p>

Strategic priority	Expected milestones	Lead officer
<p>3. Local Plan for the Broads</p> <p>Aim: To produce an updated Local Plan for the Broads.</p>	<ul style="list-style-type: none"> (i) Preferred Options consultation: March 2024. (ii) Publication consultation: December 2024. (iii) Submission: By end of June 2025. (iv) Adoption: By end of 2026. 	<p>Planning Policy Officer</p>
<p>4. Farming in Protected Landscapes (FiPL)</p> <p>Aim: To run the FiPL programme and allocate Broads grants to farmers and landowners and support the Broads and Norfolk Coast Land Management Board to allocate their funding.</p>	<ul style="list-style-type: none"> (i) Hold six Land Management Board meetings, by March 2025. (ii) Allocate all grant funding to projects, by December 2024. (iii) Engagement activities to promote and showcase FiPL, by March 2025. 	<p>Catchment & Farming Officer</p>
<p>5. Navigation IT</p> <p>Aim: To replace current tolls system and provide improved online functionality.</p>	<ul style="list-style-type: none"> (i) Develop timetable and tender document by June 2024 for amendments to core system and a replacement web interface. (ii) Publish and then review tender responses by end of September 2024. (iii) Award contract (depending on affordability) and agree timescales with contractor. 	<p>Head of ICT / Collector of Tolls</p>

3. Update on strategic priorities for 2023/2024

3.1. The latest update on our agreed strategic priorities for 2023/2024 is in Table 2.

Table 2

Strategic priorities 2023/2024– progress update

Themes, aims and milestones	Progress	Lead officer
<p>1. Climate Change crisis response</p> <p>Aim: To implement the next steps of the various projects tackling climate change related issues, including the actions in the Authority’s Climate Change Action Plan.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Publish at least two editions of the Broadland Futures Initiative BFI newsletter, by March 2024. (ii) Hold at least two meetings of the BFI Elected Members Forum, by March 2024. (iii) Various technical deliverables from BFI consultant including the new hydraulic model, throughout 2023/24. (iv) Work with partners to secure funding and implement Phase II of the “Electrifying the Broads” project, by March 2024. (v) Deliver the actions set out in the Authority’s Climate Change Action Plan. 	<p>Status: on track</p> <ul style="list-style-type: none"> (i) 12th edition of the newsletter published in June 2023. (ii) Meeting of the Elected Members Forum (EMF) workshop on 9 October July 2023, where the list of prioritisation for the BFI objectives were agreed. (iii) On track. Some deliverables which were planned as sequential activities will be combined to bring forward the most beneficial options for specific locations. The combination will not change the overall timeline of the project. (iv) Round 4 of the Clean Maritime Demonstration Competition was announced in July 2023. Unfortunately, the funding excluded capital spend, so we will seek other sources of funding. (v) The tender for solar panels on the Dockyard closes on 15 September, with the intention of awarding a contract for installation to be carried out by March 2024. Following consultation with Visit The Broads members, we are continuing to work on a potential bid to the Norfolk Investment Framework. 	<p>Director of Strategic Services</p>

Themes, aims and milestones	Progress	Lead officer
<p>2. Biodiversity crisis response</p> <p>Aim: Co-ordinate and implement with partners the development of strategies and projects, including the legacy of the peat project.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Endorsement of Norfolk & Suffolk Nature Recovery Strategies – timings to be confirmed subject to further details expected from government. (ii) To implement the next steps of the Nature for Climate Peat restoration project within agreed budget and timeline, and review lessons learnt by June 2023. (iii) Complete site selection for potential restoration, and support the submission of Restoration Grant Application, if appropriate, by 26 May 2023. 	<p>Status: on track</p> <ul style="list-style-type: none"> (i) New Norfolk & Suffolk Nature Recovery Manager started mid-July, on secondment from Natural England. LNRS expected to be published August 2024 with Norfolk and Suffolk County Councils as “Responsible Authorities” and the Broads Authority as “Supporting Authority”. A Partnership meeting is scheduled for December. (ii) The Nature for Climate Peatland Discovery project closed on 31 August 2023 and reporting is complete. (iii) A Nature for Climate Peatland Grant Scheme Restoration Grant has been awarded for Buttle Marsh in August 2023 for ~£300k, with co-funding secured from Anglian Water Get River Positive scheme. Peatlands set to be restored to help tackle climate change - GOV.UK (www.gov.uk). It aims to restore peat building conditions at Buttle Marsh by holding and transferring water across the site. <p>A further ~£500k was awarded for a Nature for Climate Paludiculture Exploration Fund – FibreBroads a partnership led by the Broads Authority to grow wetland crops,</p>	<p>Environment Policy Adviser</p>

Themes, aims and milestones	Progress	Lead officer
	<p>engage with farmers, regulators, and fibre product developers. In addition, two further Nature for Climate partnership bids totalling ~£260k have been applied for focusing on water management and farmer collaboration.</p>	
<p>3. Navigation IT</p> <p>Aim: To replace current tolls system and provide improved online functionality.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Develop timetable and specification by May 2023 (ii) Progress workplan for 2023/24 as per agreed timeline. 	<p>Status: delayed – due to long term sickness in IT team</p> <ul style="list-style-type: none"> (i) Further to meeting with Management Team on 2 May to report on discussions with other waterways, the Navigation Committee was consulted re specific functionality on 8 June. <p>An anonymised version of the current internal system was sent to a software company for analysis as to the feasibility of updating it to run on the latest, cloud hosted, software platform.</p> <p>This work has been undertaken and a quotation received for upgrading the software. This is being reviewed with a view to the work being done in Q4 of 2023/24.</p> <p>With the scope of the project almost complete, the full specification and tender preparation are scheduled for completion by June 2024.</p> <ul style="list-style-type: none"> (ii) Ongoing 	<p>Head of ICT/Collector of Tolls</p>

Themes, aims and milestones	Progress	Lead officer
<p>4. Water Mills and Marshes</p> <p>Aim: Co-ordinate and implement with partners the WMM programme to latest agreed schedule and budget.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Monitor and report progress (July & Dec 2023). (ii) Submit quarterly claims to National Lottery Heritage Fund (April/Jul/Oct/Jan). (iii) Complete individual project plans with project partners (June) (iv) Complete final project evaluations with external scheme evaluators (September) (v) Hold project legacy partner conference (November) (vi) Prepare final project report 	<p>Status: on track</p> <ul style="list-style-type: none"> (i) All projects progressing well to adjusted plans. Scheme nearing close in 2024. (ii) Quarterly returns submitted on time and paid by NLHF. (iii) Most external partner projects now completed. (iv) External scheme evaluators have completed and delivered their report. (v) Planning for the Landscape Partnership legacy conference is ongoing. Conference will highlight the works accomplished since 2018 and look at planned legacy works and opportunities derived from the scheme. Will now hold in the spring to match with NLHF availability. (vi) Evidence for the final scheme report is being gathered and collated. Website is being redeveloped into its legacy, archival form. <p>Work is nearing completion at Mutton’s Mill. All four sails are now back on at the mill for the first time in many decades. We are now completing the final tasks before closing this project.</p> <p>Repair work is nearly completed at the drainage structure at the pumphouse at Strumpshaw Fen. The main channel has been rebuilt, and the new pipe installed. Water levels have been high in the River Yare, which have delayed</p>	<p>Broads Landscape Partnership Programme Manager</p>

Themes, aims and milestones	Progress	Lead officer
	<p>our works to the outer sluice gate walls.</p> <p>There has been an unexpected delay in the completion of Tom Williamson’s new book on history of the Broads, which is the final output from our work on the Broads Hidden Heritage Project. We still expect this to be delivered in the spring from the publisher.</p> <p>Our exhibition on the history of drainage windmills in the Broads in the museum of the Broads in Stalham has recently closed for its second year. We have agreed to keep it in place for an additional year at the museum.</p> <p>We have recently received our second tactile map for Beccles Quay, which will be installed this winter. We have also undertaken repairs to the braille map at Whitlingham, which had some recent vandalism.</p> <p>We have also partnered with SWT Carlton Marshes in the acquisition of two new all-terrain mobility scooters, to enable greater access across the reserve.</p>	
<p>5. Local Plan for the Broads</p> <p>Aim: To review the Local Plan for the Broads for adoption in 2024 (estimated).</p> <p>Milestones:</p> <p>(i) Preparation of the Preferred Options version of Local Plan (with HRA and SA) consultation – towards consultation in autumn 2023.</p>	<p>Status: on track</p> <p>(i) Policies are being drafted and taken to Planning Committee each month. Sites put forward for consideration are being assessed. Consultation on Preferred Options likely to be March 2024.</p>	<p>Planning Policy Officer</p>

Themes, aims and milestones	Progress	Lead officer
(ii) Preparation of the Publication version of the Local Plan throughout 2024.	(ii) On track.	
<p>6. Farming in Protected Landscapes (FiPL)</p> <p>Aim: To run the FiPL programme and allocate Broads grants to farmers and landowners and support the Broads and Norfolk Coast Land Management Board to allocate their funding.</p> <p>Milestones:</p> <p>(i) Hold six Land Management Board meetings, by March 2024.</p> <p>(ii) Allocate all grant funding to projects, by December 2023.</p> <p>(iii) Engagement activities to showcase case studies funded through FiPL, by March 2024.</p>	<p>Status: on track</p> <p>(i) Held Land Management Board meeting on 16 October 2023. In total there are 20 projects that have been approved so far this programme year.</p> <p>(ii) Defra has confirmed an increase in the programme budget, meaning that the grant pot for the programme is now £275,986.64. So far £208,988.27 has been allocated to grants.</p> <p>(iii) The Defra FiPL team visited one of our completed projects on 14 September. The Catchment and Farming Officer and the FiPL Officer have been on National Park visits where they discussed the FiPL Programme.</p>	<p>Catchment & Farming Officer</p>
<p>7. Budget pressures</p> <p>Aim: To operate at a level in line with expected income.</p> <p>Milestones:</p> <p>(i) Use January budget report for 2023/24 and the three-year horizon to continue discussions with Defra officials on future funding levels.</p>	<p>Status: on track</p> <p>(i) Work to start over the summer period on the 2023/24 budget. Establishment (salary) budgeting completed.</p>	<p>Chief Executive & Director of Finance</p>

Themes, aims and milestones	Progress	Lead officer
<p>(ii) Further savings and additional income (including from external funding) for 2024/25 Budget (January 2024)</p>	<p>Annual review meeting with DEFRA scheduled for 20/11/23.</p> <p>Initial conversations held 23 August 2023 with DEFRA around potential new funding model.</p> <p>(ii) The Philanthropy Company has been appointed on behalf of the English National Parks and DEFRA to look at income generation opportunities.</p> <p>Draft second phase report received 10 July 2023, meeting to discuss scheduled for 14 July 2023.</p> <p>Legal advice sought on the Authority's ability to engage in commercial activity.</p> <p>Options on level of tolls included in proposed navigation charges for 2024/25 committee reports. Considered by Navigation Committee on 2/11/23 and on the agenda for this meeting.</p>	

4. Risk implications

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

Author: John Packman and Sara Utting

Date of report: 10 November 2023

[Broads Plan](#) strategic objectives: all

Broads Authority

24 November 2023

Agenda item number 9

Proposed navigation charges for 2024/2025 in the navigation area and adjacent waters

Report by Chief Executive, Director of Finance and Collector of Tolls

Purpose

Following a briefing for all Members on 13 October 2023 and consultation with the Navigation Committee on 2 November 2023, this report seeks the Board's decision on the level of navigation charges in the navigation area and adjacent waters for the coming financial year.

Broads Plan context

All strategic actions under Theme C: Maintaining and enhancing the navigation.

Recommended decision

To consider the information and the options set out in this report and the recommendation of the Navigation Committee and decide on the appropriate level of navigation charges for 2024/2025.

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1. Introduction

- 1.1. High levels of economic and social uncertainty complicate the preparation of the Broads Authority's draft budget for 2024/2025 and the setting of navigation charges.
- 1.2. A small reduction in boat numbers can have a significant impact on income. The Broads Hire Boat Federation does not anticipate any significant change in the number of hire boats and a similar assumption has been made for the private fleet.
- 1.3. Inflation has remained high in the last few months, however it is forecast to drop. Recent world events are having an impact on oil prices and consequently inflation in the UK. It is difficult to assess the effects of cost-of-living pressures on domestic tourism and private boat ownership.
- 1.4. CPI and RPI are not an accurate reflection of the inflationary pressures on the Broads Authority. The increase in salaries for the current year equates to 6.45% (1.45% above budgeted amount), and 5.9% is assumed for 2024/2025. Increased repairs and maintenance costs are significantly higher e.g. for Mutford Lock, new gauge boards, repair, maintenance and fuel for the launches, higher legal and insurance costs and audit fees. These inflationary pressures are summarised in Table 1.
- 1.5. If the Authority wants to continue to deliver its current level of maintenance and patrolling of the waterways, and to contribute to the earmarked reserves for the purchase of vessels and equipment and the maintenance of property and premises (e.g. the Dockyard), then an income of £4.604 million from tolls will be required. Assuming no reduction in the number of hire or private boats, this would mean a 10.2% increase in tolls in 2024/2025.
- 1.6. Alternative options for lower expenditure with smaller increases in tolls of 8.9%, 8.5%, and 6.9% have been developed for Members to consider.
- 1.7. One of the important factors when considering these options is that lower toll increases in one year result in the need for higher charges the following year if services are to be maintained.

Table 1
2024/2025 Inflationary Pressures on Navigation
Expenditure

Inflationary Pressures	£	Reason
Increased income compared to 23/24 LAB	368,820	Based on 10.2% increase
Navigation Salaries	205,832	+ £1,925 per Full Time Equivalent member of staff
Mutford Lock	10,600	Increased repairs & maintenance costs
Gauge Boards	15,000	£10k for new gauge boards
Launches	11,400	Increased repair costs and fuel
Yacht Station income	53,050	Delay in lease agreement for Reedham. Income will need to be shared with BDC
Legal	10,000	Increase in legal costs incl MO & prosecutions
Moorings	6,300	Increased rent following leases being agreed
Finance	28,291	151% increase in external audit fees
Insurance	8,260	More kit purchased with capital funding requiring insuring
Yare House	6,715	Increased FM recharges for shared areas, shred station increases
Other items	13,371	Amounts less than £5,000
TOTAL	368,820	

2. Navigation Income and Expenditure 2023/2024

- 2.1. Navigation income from tolls has been lower than expected. At the end of the financial year, it is predicted that income from hire boats will be £10,219 down (-0.7%) and that from private boats £74,357 down (-2.6%). While 2.6% off target does not sound very much, a £74,000 loss of income is significant.
- 2.2. Fortunately, the lower-than-expected income from tolls was offset by higher income from interest on the Authority's balances¹. In addition, the completion of the European CANAPE Programme has delivered a larger return to Reserves because of the positive exchange rate for the Euro against the Pound.
- 2.3. Table 2 shows that anticipated income for the year is £22,076 below the budget. (Note: Finance Performance and Direction report agenda item 10, contains the consolidated

¹ Investment interest is allocated at year-end not just to the Navigation Reserve but also to the ear marked reserves.

figures to 31 October). Expenditure is above projected levels by £40,526 because of inflationary pressures on salaries, fuel, and materials.

- 2.4. The net impact of all these variations means that the current projection for the Navigation Reserves at the end of 2023/2024 is £58,673 below the figure in the approved budget. However, they are above the 10% minimum level agreed by the Authority as prudent against risk and supported by internal and external auditors.

Table 2

Navigation Forecast Outturn 2023/2024

Navigation Outturn 2023/24 vs Budget	Budget	Outturn	Difference²
Income	(£4,327,110)	(£4,305,034)	- £22,076
Expenditure	£4,382,430	£4,422,956	- £40,526
(Surplus)/Deficit	£55,320	£117,922	- £62,602
Transfer of accrued interest to earmarked reserves	£37,500	£75,000	-£37,500
Opening Reserves	(£611,586)	(£611,586)	£0
Closure of CANAPE reserve	(£135,000)	(£176,429)	+ £41,429
Repayment of NP Loan	£50,000	£50,000	£0
Closing Reserves	(£603,766)	(£545,093)	- £58,673
Reserves as % Expenditure	13.8%	12.3%	- 1.5%

3. Options for Charges in 2024/2025

- 3.1. The Authority constantly reviews its expenditure and makes savings where possible. In 2024/25 there will be a reduction in overhead costs by shrinking the office area leased at Yare House. Additional National Park Grant is being used to redesign the office layout to achieve c. 60% reduction in space.
- 3.2. Two options for further reducing navigation expenditure have been examined.

Changes in the level of patrolling

The Authority decided to increase the number of rangers and the level of patrolling in 2021/2022 in response to the MAIB report into the fatal accident at Great Yarmouth and at a time of increased boating activity post lockdown, so that all the launches were out on the rivers every day of the week. This year the rivers and broads have been reported as quieter than usual with income from yacht stations lower than anticipated. However, the number of incidents reported by the Rangers has not decreased.

If Members believe this pattern will continue, one option is to reduce patrolling in 2024/2025 back to 2020/2021 levels to mitigate the rise in tolls.

² A '+' is a favourable variance and a '-' an adverse variance.

Deferring payments to the earmarked reserves

The National Park capital grant from Defra has paid for the purchase of equipment and asset improvements to improve biodiversity that are usually funded by building up earmarked reserves. The annual contributions to these reserves could be paused for a year. The saving to Navigation Expenditure would be £159,225. The Finance, Performance and Direction report sets out the earmarked reserve balances at the end of September 2023. While these balances are currently adequate, a decision not to contribute to them next year may result in the replacement of equipment being deferred with consequent stresses on future budgets.

Table 3

Table of Options

	Option A	Option B	Option C
Expenditure	Maintain current level of patrolling	Maintain current level of patrolling	Reduce patrolling for 1 year
	Contribute £159,225 to Navigation Earmarked Reserves for property plant and equipment	Nil contributions to Navigation Earmarked Reserves for property plant and equipment	Nil contributions to Navigation Earmarked Reserves for property plant and equipment
2024/25 Toll	10.2%	8.5%	6.9%
Income (excl. interest)	£4,604,930	£4,534,930	£4,467,930
2025/26 Toll *	5.0%	5.5%	6.6%

* Estimated figures dependent on a wide range of factors including the performance of the national economy

An alternative to Option B with similar costs for vessels would be to reduce patrolling and maintain the contributions to earmarked reserves. This would allow an 8.9% increase in tolls in 2024/25 and 5.5% in 2025/26.

4. Consultation with the Navigation Committee

4.1. The Navigation Committee gave the options a rigorous review at its meeting on 2 November. Topics debated included the role of the Rangers and the potential for further capital grants from Defra.

4.2. Level of Toll Increase

Two items of correspondence sent to the Chairman of the Navigation Committee were circulated. The first from the Chairman of the Norfolk and Suffolk Boating Association stated the following:

“In the light of last year’s percentage hike of the tolls rate, options A & B are unacceptable. Option C is unpalatable and it or a variant would have to be justified up to the hilt on the basis that all navigation related overheads (or shared NP grant/navigation overheads) have been trimmed to the bone under a comprehensive Spending Review. The reduction in patrolling posited in Option C (presumably by paid

rangers) does not cause a problem because, quite apart from the possibility of using volunteers, frequent feedback from a survey is that rangers are courteous and friendly but are not sufficiently active in performing their navigation related functions. The bottom line of Table 3 (estimated 2025/26 Toll) is a good example of 'jam tomorrow', i.e. a pleasant future event which may never materialise."

The second from the Chair of the Broads Reform Action Group stated:

The 'options' in Appendix 1 in the papers for this week's meeting display a staggeringly limited view and focus only on limiting Ranger patrolling (a blatantly emotive proposal) or plundering reserves. There is no mention of potential economies not impacting frontline Navigation activity. It is this committee's view that there is a plethora of effective cost-saving measures available to any organisation with such a large (74%) wages bill.

- 4.3. If the Authority were to reduce its workforce, it would have a serious and direct impact on frontline navigation activities.

The Chair went on to say that:

"A detailed analysis of tolls increases over the years has yet to be carried out, but one of our members and the owner of the classic wooden motorboat 'Broad Ambition' has kept his own record, which is attached."

- 4.4. The document provided showed how the charges for a 40 square metre private motorboat had risen above the rate of inflation over the last 16 years. The same is not the case for smaller private boats. In November 2016 Members decided to make the tolls fairer at a time when the number of large boats was increasing, and small boats were in decline. Consequently, the current 624 private motorboats of 5 square metres or less would have paid £77.20 in 2007 and £85.10 in 2023, an increase of £7.40 (9.5%). A similar sized sailing dinghy, of which there are currently 349, paid £51.46 in 2007 and £52.00 in 2023, an increase of just £0.54 (+1.0%) over that period.

4.5. **Role of the Rangers**

One of the issues that came up at the Committee concerned the role of the Rangers.

- 4.6. Rangers have an important role as a presence on the water for both safety reasons and as the public face of the Authority, giving advice and information to boaters as well as enforcing the Byelaws. They respond to incidents (including pollution and sunken vessels), carry out checks and small-scale maintenance works to moorings, undertake tree inspections, and remove hazards (including fallen trees) from the river.
- 4.7. They oversee events (power boat racing at Oulton Broad and regattas), monitor river works licences and hire boat and paddle sport licences, and carry out escorts for larger vessels. In the winter months, Rangers carry out bankside tree work and the maintenance and replacement of signs.
- 4.8. 20% of their time is funded by National Park Grant. Under this heading they assist with the fen and conservation work, carry out checks on countryside sites, such as Horstead Mill and Hoveton Riverside Park, and help with the maintenance of rights of way where

these link moorings to visitor facilities. Education and events, funded by National Park Grant, also form an important part of their work.

4.9. **Capital Grant**

Members asked about the likelihood of further capital funding from Defra which could be used to support the maintenance of the navigation area. The grant received in 2023/2024 for biodiversity purposes included funding for equipment, such as the water plant cutter and 360-degree excavators which are used for conservation purposes and also for managing the waterways. This was a pilot scheme for Protected Areas, National Parks and AONBs, and therefore it was considered unlikely that further capital funding would be made available to the Broads Authority soon.

- 4.10. There was no unanimous agreement on a preferred option. Six Members voted in favour of Option C, a 6.9% increase, and four against.

5. Social economic, and environmental implications

- 5.1. Toll payer surveys have shown that the Authority's tolls account for less than 10% of the typical annual costs of owning a boat. The cost-of-living crisis is having an impact on society and its impact on the boating community using the Broads and those visiting on holiday is difficult to predict. Our community of private boat owners is diverse, and some may face difficult decisions regarding their continuing boat ownership.

6. Legal considerations

- 6.1. The Authority has followed its standard process with an informal briefing open to all Members on 13 October followed by the formal statutory consultation with the Navigation Committee at its meeting on 2 November. Appendix 3 contains a detailed legal note prepared by the Monitoring Officer setting the legal framework for the setting of tolls.
- 6.2. If the Board decides on a different option to that recommended by the Navigation Committee, then it is required to "provide full reasons for doing so" in line with the amended Norfolk and Suffolk Broads Act 1988.

7. Risk implications

- 7.1. The risks for Option A, a 10.2% increase, are that an increase above inflation could result in a reduction in the number of private boats.
- 7.2. For Option B, an 8.5% increase, reducing the contributions to earmarked reserves will delay the replacement of key pieces of equipment.
- 7.3. In Option C, a 6.9% increase, in addition to the impact on ear-marked reserves, it would also return patrolling to pre-Covid levels which could be seen as a risk to safety.
- 7.4. Loss of income is identified in the Corporate Risk Register under risk number 4. A 1% reduction in income equates to around £45,000.

8. Conclusion

- 8.1. Rapid inflation and the cost-of-living crisis are making budgeting difficult for families, our boat owners, the hire boat companies, and the Broads Authority. All options set out above are fully deliverable but carry different consequences. It is for the Board to decide which of these options and consequences it wishes to pursue. That requires a judgement about the ability of the hire boat companies and private boat owners to pay higher tolls to generate the income required for the Authority to fulfil its statutory duties to maintain the waterways and respond to safety needs.

Author: John Packman, Emma Krelle, Bill Housden and Jonathan Goolden

Date of report: 13 November 2023

[Broads Plan](#) strategic objectives: C1, C2, C3, C4.

Appendix 1 – Cost per m2 by Category of Vessel for the Three Options

Appendix 2 – Sample Increases for a Selection of Vessel Sizes

Appendix 3 – note prepared by the Monitoring Officer on the legal framework

Appendix 1 Cost per m² by Category of Vessel for the Three Options

No.	Category – cost per m ² except rowing, canoes etc	Current	Option A	Option B	Option C
1.	Weekly hired motor craft	£38.34	£42.25	£41.60	£40.99
2.	Weekly hired motor craft – electric and hybrid	£26.39	£29.08	£28.63	£28.21
3.	Day hired – petrol/diesel	£58.66	£64.64	£63.65	£62.71
4.	Day hired electric	£40.17	£44.27	£43.58	£42.94
5.	MCA passenger boats and small passenger boats	£50.45	£55.60	£54.74	£53.93
6.	Hired motorised sailing craft – diesel	£31.12	£34.29	£33.77	£33.27
7.	Hired sailing boats & hired motorised sailing - electric	£22.76	£25.08	£24.69	£24.33
8.	Hired houseboats	£19.44	£21.42	£21.09	£20.78
9.	Hired rowing – fixed amount	£85.39	£94.10	£92.65	£91.28
	Hired paddle craft – fixed amount	£42.69	£47.04	£46.32	£45.64
10.	Private motorboats - petrol & diesel	£17.02	£18.76	£18.47	£18.19
11.	Private motorboats electric	£13.01	£14.34	£14.12	£13.91
12.	Private motorised sailing craft - petrol & diesel	£12.59	£13.87	£13.66	£13.46
13.	Private sailing boats & private motorised sailing craft - electric	£10.40	£11.46	£11.28	£11.12
14.	Private houseboats	£6.70	£7.38	£7.27	£7.16
15.	Private rowing, canoes etc. – fixed amount	£42.69	£47.04	£46.32	£45.64

Appendix 2 Sample Increases for a Selection of Vessel Size

Cost per craft

Type of Vessel	Number	Current Charge	Option A	Option B	Option C
5 m ² Private sailing craft	349	£52.00	+£5.30	+£4.40	+£3.60
11 m ² Private sailing craft	124	£114.40	+£11.66	+£9.68	+£7.92
5 m ² Private motor boats	624	£85.10	+£8.70	+£7.25	+£5.85
15 m ² Private motor boats	237	£255.30	+£26.10	+£21.75	+£17.55
22 m ² Private motor boats	307	£374.44	+£38.28	+£31.90	+£25.74
38 m ² Private motor boats	112	£646.76	+£66.12	+£55.10	+£44.46
11 m ² Day hired boats – petrol/ diesel	47	£645.26	+£65.78	+£54.89	+£44.55
11 m ² Day hired boats - electric	23	£441.87	+£45.10	+£37.51	+£30.47
38 m ² Weekly hired motor craft	52	£1,456.92	+£148.58	+£123.88	+£100.70
48 m ² Weekly hired motor craft	57	£1,840.32	+£187.68	+£156.48	+£127.20

Appendix 3 Legal Background

Section 13(1) of the 1988 Act provides that the Authority may determine and recover tolls in respect of vessels moored, used or navigated on adjacent waters as well as in the navigation area. Section 25 defines “toll” as being a charge levied by the Authority under section 26 of the Harbours Act 1964, and includes any charge made in the discharge of the Authority’s functions under Part II of the 1988 Act and any charge levied in respect of a vessel moored, used or navigated on any adjacent waters. Part II of the 1988 Act sets out the Authority’s functions in relation to navigation which include under section 10 and schedule 5 maintaining, improving and developing the navigation area, making and enforcing byelaws. These functions are further set out in part 2 of the Broads Authority Act 2009 which provides a comprehensive framework for the regulation and management of the navigation area, including the enforcement of boat safety standards. Under *Broads Authority v Fry* [2015] EWHC 4139 (Admin) a toll payer does not have to benefit personally from navigation functions for the toll to be payable. Under *R (Fry) v North East Suffolk Magistrates Court* [2013] EWHC 4849 (Admin) the Authority has the power to levy tolls for the navigation of adjacent waters even though it is not a harbour authority for those waters.

Section 31 of the Harbours Act 1964 sets out a process whereby a toll payer or body representing toll payers may object to the level of tolls set by the authority as a harbour authority by making representations to the Secretary of State for Transport who may hold a local inquiry.

Subsection 13(3) of the 1988 Act provides that the Authority shall consult the Navigation Committee before determining the level of any tolls or other charges to be imposed in respect of the navigation area or adjacent waters. Under section 9(9) of the 1988 Act, in exercising its functions the Authority shall have regard to any representations made to it by the Navigation Committee on matters relating to navigation. Where the Authority resolves not to adopt any recommendations made to it by the Navigation Committee, it must provide full reasons for doing so.

Under section 9(1)-(5) of the 1988 Act the Navigation Committee consists of 13 members of whom five are members of the Authority and eight are not such members. Those eight members are to be appointed by the Authority after consultation with bodies appearing to the Authority to represent (in summary) a range of users and interests in relation to the navigation water.

Correspondence received from the Broads Society and the Broads Hire Board Federation in the last year has questioned the extent to which the Authority has complied with common law duties of consultation (sometimes referred to the Sedley or Gunning Principles). These require a public body to consult when proposals are still at a formative stage, give sufficient information to consultees and adequate time and show that responses are taken into account.

The Authority seeks to engage actively with all navigation users and members’ attention is drawn to the correspondence from the Norfolk and Suffolk Boating Association and the Broads Reform Action Group quoted above in this report. However, the Authority’s legal requirement for consultation is through the Navigation Committee which is expressly provided in the 1988 Act to include representatives of a range of navigation users. That

statutory consultation process applies in place of the Sedley / Gunning Principles as indicated by *R(Moseley) v London Borough of Haringey* [2014] UKSC 56

BRAG has also referred to section 3(1) of the local Government Act 1999. That states:-

3. The general duty.

A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

For the purpose of deciding how to fulfil the duty arising under subsection (1) an authority must consult—

representatives of persons liable to pay any tax, precept or levy to or in respect of the authority,

representatives of persons liable to pay non-domestic rates in respect of any area within which the authority carries out functions,

representatives of persons who use or are likely to use services provided by the authority, and

representatives of persons appearing to the authority to have an interest in any area within which the authority carries out functions.

For the purposes of subsection (2) “representatives” in relation to a group of persons means persons who appear to the authority to be representative of that group.

In deciding—

(a) how to fulfil the duty arising under subsection (1),

(b) who to consult under subsection (2), or

(c) the form, content and timing of consultations under that subsection,

an authority must have regard to any guidance issued by the Secretary of State.

If indeed navigation tolls are a tax (and it is doubted that they are), then the Navigation Committee constitutes a group of persons appearing to be representatives of persons liable to pay tolls or who use or are likely to use services provided by the authority. Navigation tolls are not a precept or levy.

Current best value statutory guidance is mainly focused on how local authorities should work with the voluntary and small business sectors, especially when commissioning services. As such, it is not relevant to navigation tolls setting.

Broads Authority

24 November 2023

Agenda item number 10

Financial performance and direction

Report by Director of Finance

Purpose

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

Broads Plan context

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

Recommended decision

To note:

- i. the income and expenditure figures
 - ii. the latest on the pay agreement for 2023/24 in paragraph 4.2
 - iii. the latest position on external audit for 2022/23 and
 - iv. the prudential indicators in paragraph 6.1.
-

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1. Introduction

- 1.1. This report covers four items: the Consolidated Income and Expenditure from 1 April – 30 September 2023; the latest on the pay agreement for 2023/24; the latest position on external audit for 2022/23 and the quarter two prudential indicators for 2023/24.

2. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 30 September 2023

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(5,870,008)	(5,821,799)	- 48,209
Operations	2,634,405	2,237,291	+ 397,114
Strategic Services	896,216	896,194	+ 22
Finance & Support Services	1,243,349	1,255,444	- 12,095
Projects, Corporate Items and Contributions from Earmarked Reserves	(392,051)	(135,612)	- 256,439
Net (Surplus) / Deficit	(1,488,089)	(1,568,482)	+ 80,393

- 2.1. Core navigation income is below the profiled budget at the end of month four. The overall position as at 30 September 2023 is a favourable variance of £80,393 or a 5.4% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £48,209 within income:
 - Hire Craft Tolls is £18,290 below the profiled budget.
 - Private Craft Tolls is £71,549 below the profiled budget.
 - Short Visit and Other Toll income is £5,979 above the profiled budget.
 - Investment income is £35,651 above the profiled budget.
- An underspend within Operations relating to:
 - Construction, Maintenance and Ecology salaries is £42,950 under the profiled budget due to the pay award not being implemented yet.
 - Equipment, Vehicles & Vessels is under the profiled budget by £148,055 due to delays in expenditure from the earmarked reserves.

- Water Management is under the profiled budget by £10,121 due to timing differences.
- Land Management is over the profiled budget by £16,863 due to timing differences on RPA income.
- Practical Maintenance is under the profiled budget by £37,294 partly due to electricity charges and usage not being as high as predicted and delays in expenditure from earmarked reserves.
- Ranger Services is under the profiled budget by £46,140 due to the pay award not being implemented yet.
- Premises is under the profiled budget by £53,619 due to due to delays in expenditure at the Dockyard from the earmarked reserves.
- Project Funding is under the profiled budget by £55,316 due to timing differences.
- An overspend within Finance and Support Services relating to:
 - Legal is over the profiled budget by £41,749 due to increased costs for Reedham Quay, Monitoring Officer recharges and increased prosecution costs.
 - Governance is under the profiled budget by £11,337 due to a vacancy at the start of the financial year and the pay award not being implemented yet.
 - Premises Head Office is over the profiled budget by £26,127 due to increased facilities management recharges relating to the previous year.
 - Finance and Insurance is under the profiled budget by £19,084 due to timing differences on audit recharges.
- An adverse variance within reserves relating to:
 - Premises is under the profiled budget due to delays on Dockyard expenditure.
 - Property is under the profiled budget due to delays on Hoveton Riverside Park works.
 - Plant, Vessels and Equipment is under the profiled budget due to delays in vehicle and equipment replacements.
 - HLF is above the profiled budget due to the delayed works.
 - UK Communications Team is under the profiled budget to the additional income received for the extension.

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 2023/24. 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 2023/24 – deficit	Broads Authority 20/01/23 Agenda item number 11	18,222
LAB as at 30 September 2023	n/a	18,222

4. Overview of forecast outturn 2023/2024

- 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 has been updated based on the pay award that was agreed on 1 November 2023 and has been included in table 3 below. The final agreement was as previously reported in September, £1,925 per spinal point per full time equivalent. This was not a unanimous decision but a majority, with two out of the three unions supporting it. Staff will receive this backdated to the 1 April 2023 in their December pay.
- 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	18,222
Adjustments previously reported 22/09/23	83,978
Increase to Hire Craft Tolls	(13,233)
Decrease to Private Craft Tolls	26,830
Increase to Investment Income	(125,000)
Increase to salary costs for pay award	108,871
Staff recharges to externally funded Peat grants	(10,777)

Item	Amount £
Increased external funding grants & planning income	(65,750)
Expenditure increases for additional grant and other savings	10,750
Increased legal fees	30,000
Forecast outturn deficit as at 30 September 2023	63,891

5. Reserves

- 5.1. As in previous years, the Authority's contributions to the reserves have all been made in full at the end of quarter one. This has resulted in some reserves showing increased balances. These will reduce as planned purchases take place throughout the year.
- 5.2. Items funded from the Property reserve include the deposit for the replacement hut at Reedham Quay less the income from land rental at Oulton Broad. The Plant, Vessels and Equipment reserve has funded three new vehicles and presale inspection on a crane. The Premises reserve has funded the architect and QS fees for the Yare House alterations. The Heritage Lottery Fund, Catchment Project, CANAPE, UK Communications and Match Funding contains the income and expenditure relating to those projects. The Medium-Term Planning reserve has funded the additional expenditure for the delayed reconfiguration of Yare House.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2023 £	In-year movements £	Current reserve balance £
Property	(936,361)	(68,929)	(1,005,290)
Plant, Vessels and Equipment	(635,878)	(113,954)	(749,832)
Premises	(376,578)	(44,597)	(421,175)
Planning Delivery Grant	(261,209)	0	(261,209)
Upper Thurne Enhancement	(213,533)	(21,000)	(234,533)
HLF	(171,017)	109,743	(61,274)
Catchment Partnership	(84,887)	(20,513)	(105,400)
CANAPE	(463,385)	19,529	(443,856)
Computer Software	(152,592)	(20,000)	(172,592)

Reserve name	Balance at 1 April 2023 £	In-year movements £	Current reserve balance £
UK Communications	(4,820)	(11,975)	(16,795)
Match Funding (EXPERIENCE)	(17,466)	15,874	(1,592)
Medium-Term Planning	(449,623)	47,651	(401,972)
Total	(3,767,349)	(108,171)	(3,875,520)

6. Prudential Indicators

- 6.1. The Capital, treasury and investment strategy 2023/24, approved 17 March 2023, included the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year. The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

Table 5

Prudential Indicators 2023/24

Prudential Indicator	Opening 01/04/23 £	Estimate 31/03/24 £	Q2 YTD Actual £
Capital expenditure	0	350,000	81,002
Authorised limit for external debt	500,000	500,000	500,000
Operational Boundary	400,000	400,000	400,000
Capital Financing Requirement	127,140	91,648	109,446
Debt balance	129,499	94,008	111,806

7. Conclusion

- 7.1. The forecast position for the year suggests a surplus within the National Park and a deficit within the Navigation budget. This would result in a National Park Reserve balance of approximately £665,000 and a Navigation Reserve balance of £494,000 at the end of 2023/24 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 19.1% and Navigation at 11.2%. Year-end transfers of interest to the earmarked reserves and

closure of the CANAPE reserve mean it will rise to approximately 23.4% and 12.3%. This will be highly dependent on the level of interest received.

Author: Emma Krelle

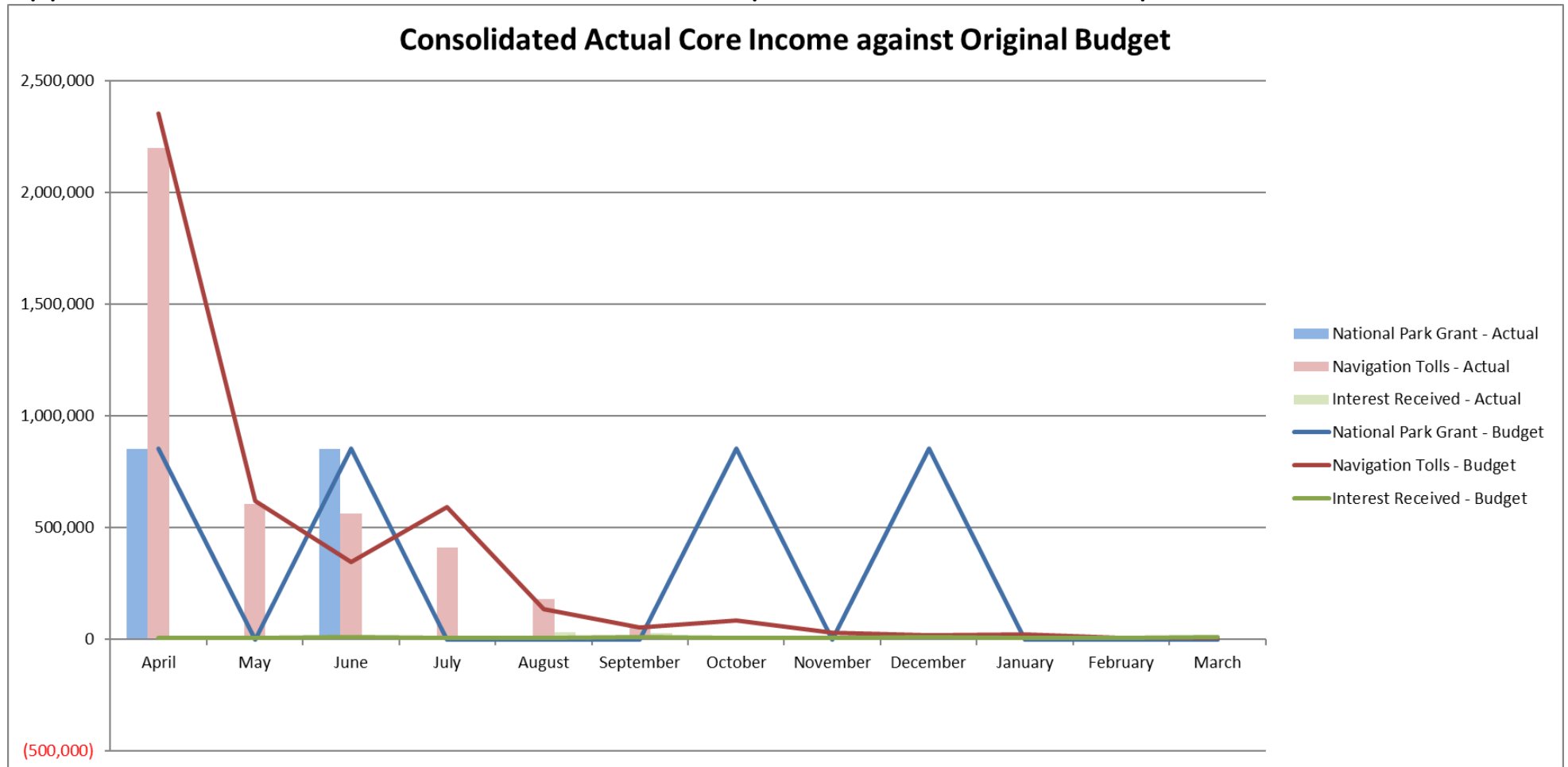
Date of report: 08 November 2023

[Broads Plan](#) strategic objectives: All

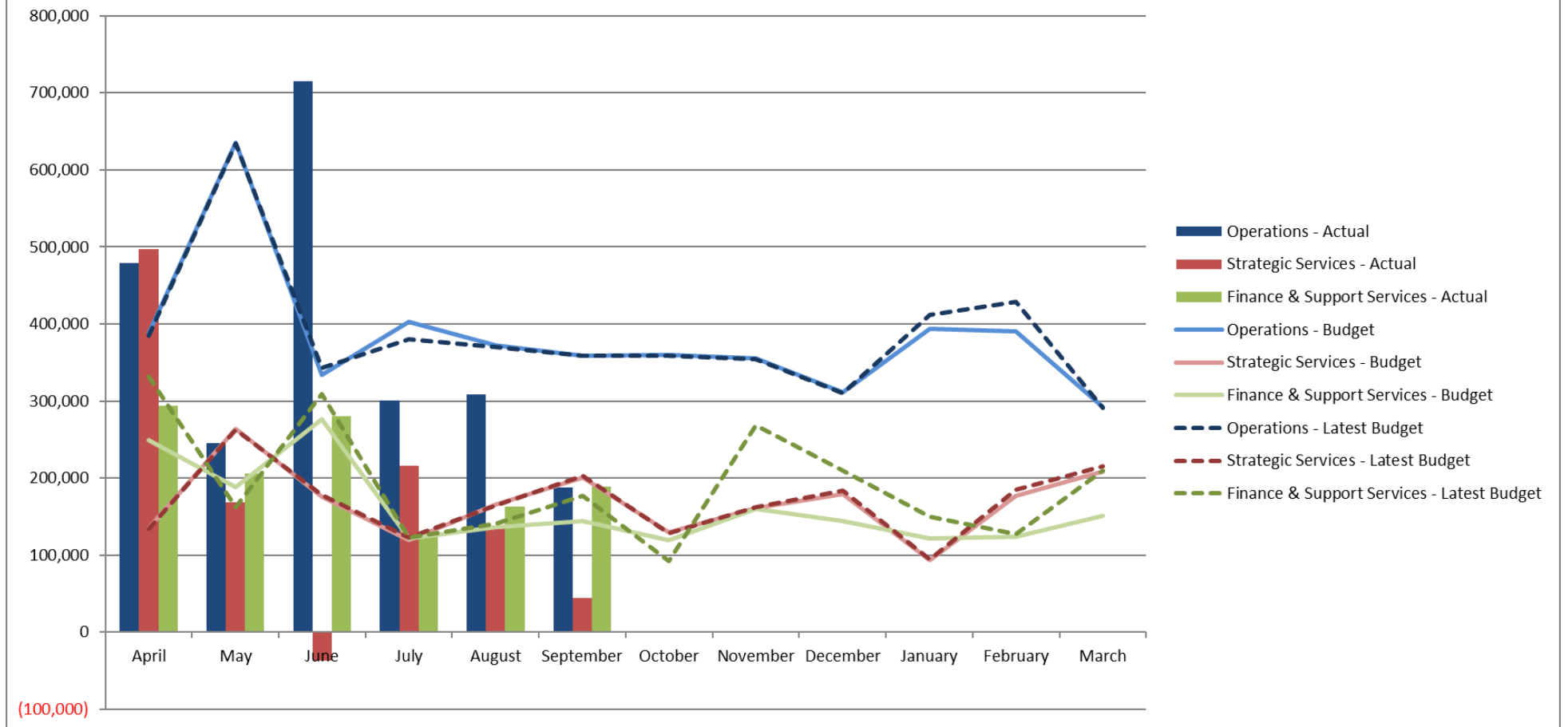
Appendix 1 – Consolidated actual income and expenditure charts to 30 September 2023

Appendix 2 – Financial monitor: Consolidated income and expenditure 2023/24

Appendix 1 – Consolidated actual income and expenditure charts to 30 September 2023



Consolidated Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Consolidated income and expenditure 2023/24

Table 1
Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(7,803,688)	0	(7,803,688)	(7,844,112)	40,424
National Park Grant	(3,414,078)	0	(3,414,078)	(3,414,078)	0
Hire Craft Tolls	(1,333,000)	0	(1,333,000)	(1,322,781)	-10,219
Private Craft Tolls	(2,844,000)	0	(2,844,000)	(2,769,643)	-74,357
Short Visit Tolls	(55,000)	0	(55,000)	(55,000)	0
Other Toll Income	(32,610)	0	(32,610)	(32,610)	0
Interest	(125,000)	0	(125,000)	(250,000)	125,000

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,861,285	32,050	4,893,335	4,928,934	-35,599
Construction and Maintenance Salaries	1,549,230	0	1,549,230	1,571,849	-22,619
Salaries	1,549,230	0	1,549,230	1,574,610	-25,380
Expenditure	0	0	0	(2,761)	2,761
Equipment, Vehicles & Vessels	769,670	0	769,670	769,670	0
Income	(1,000)	0	(1,000)	(1,000)	0
Expenditure	770,670	0	770,670	770,670	0
Water Management	88,700	0	88,700	88,700	0
Expenditure	88,700	0	88,700	88,700	0
Land Management	(31,145)	0	(31,145)	(32,145)	1,000
Income	(87,500)	0	(87,500)	(87,500)	0
Expenditure	56,355	0	56,355	55,355	1,000
Practical Maintenance	592,475	0	592,475	592,475	0
Income	(56,185)	0	(56,185)	(56,185)	0
Expenditure	648,660	0	648,660	648,660	0
Waterways and Recreation Strategy	55,920	0	55,920	54,380	1,540

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	47,920	0	47,920	46,380	1,540
Expenditure	8,000	0	8,000	8,000	0
Ranger Services	1,117,940	32,050	1,149,990	1,165,800	-15,810
Income	0	0	0	0	0
Salaries	986,990	0	986,990	1,002,800	-15,810
Expenditure	130,700	32,050	162,750	162,750	0
Pension Payments	250	0	250	250	0
Safety	143,315	0	143,315	143,335	-20
Income	(500)	0	(500)	(500)	0
Salaries	87,870	0	87,870	87,890	-20
Expenditure	55,945	0	55,945	55,945	0
Premises	294,450	0	294,450	294,450	0
Income	(2,600)	0	(2,600)	(2,600)	0
Expenditure	297,050	0	297,050	297,050	0
Project Funding	130,600	0	130,600	130,600	0
Expenditure	118,100	0	118,100	118,100	0
Pension Payments	12,500	0	12,500	12,500	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Operations Management and Administration	150,130	0	150,130	149,820	310
Salaries	144,030	0	144,030	143,720	310
Expenditure	6,100	0	6,100	6,100	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	1,722,479	46,217	1,768,696	1,791,633	-22,937
Development Management	419,510	14,000	433,510	434,830	-1,320
Income	(87,500)	0	(87,500)	(90,500)	3,000
Salaries	459,380	0	459,380	471,920	-12,540
Expenditure	42,930	14,000	56,930	48,710	8,220
Pension Payments	4,700	0	4,700	4,700	0
Strategy and Projects Salaries	264,590	7,478	272,068	257,001	15,067
Income	(209,000)	0	(209,000)	(401,833)	192,833
Salaries	215,230	21,478	236,708	301,650	-64,942

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	258,360	(14,000)	244,360	357,184	-112,824
Biodiversity Strategy	9,300	0	9,300	20,988	-11,688
Expenditure	9,300	0	9,300	20,988	-11,688
Human Resources	161,810	0	161,810	161,950	-140
Salaries	102,110	0	102,110	102,250	-140
Expenditure	59,700	0	59,700	59,700	0
Volunteers	75,360	0	75,360	75,950	-590
Salaries	61,860	0	61,860	62,450	-590
Expenditure	13,500	0	13,500	13,500	0
Communications	393,974	0	393,974	427,154	-33,180
Income	(250)	0	(250)	(49,895)	49,645
Salaries	312,910	0	312,910	346,090	-33,180
Expenditure	81,314	0	81,314	130,959	-49,645
Visitor Centres and Yacht Stations	265,175	24,739	289,914	284,704	5,210
Income	(306,550)	0	(306,550)	(306,550)	0
Salaries	444,070	0	444,070	438,860	5,210
Expenditure	127,655	24,739	152,394	152,394	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Strategic Services Management and Administration	132,760	0	132,760	129,056	3,704
Salaries	130,260	0	130,260	129,960	300
Expenditure	2,500	0	2,500	(904)	3,404
Strategy and Projects	0	0	0	0	0
Expenditure	0	0	0	0	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	1,937,520	364,056	2,301,576	2,344,114	-42,538
Legal	104,000	0	104,000	134,000	-30,000
Income	(6,000)	0	(6,000)	(6,000)	0
Expenditure	110,000	0	110,000	140,000	-30,000
Governance	245,350	0	245,350	241,250	4,100
Salaries	185,750	0	185,750	185,450	300
Expenditure	59,600	0	59,600	55,800	3,800

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Chief Executive	133,060	0	133,060	130,786	2,274
Salaries	132,060	0	132,060	130,600	1,460
Expenditure	1,000	0	1,000	186	814
Asset Management	153,880	0	153,880	146,100	7,780
Income	(24,300)	0	(24,300)	(24,300)	0
Salaries	53,320	0	53,320	53,740	-420
Expenditure	124,860	0	124,860	116,660	8,200
Premises – Head Office	161,940	364,056	525,996	525,996	0
Expenditure	161,940	364,056	525,996	525,996	0
Finance and Insurance	495,510	0	495,510	508,700	-13,190
Income	0	0	0	0	0
Salaries	268,010	0	268,010	268,200	-190
Expenditure	227,500	0	227,500	240,500	-13,000
Collection of Tolls	208,680	0	208,680	210,930	-2,250
Salaries	198,080	0	198,080	200,330	-2,250
Expenditure	10,600	0	10,600	10,600	0
ICT	435,100	0	435,100	446,352	-11,252
Salaries	224,000	0	224,000	235,520	-11,520

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	211,100	0	211,100	210,832	268

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	28,625	0	28,625	18,405	10,220
Partnerships / HLF	21,925	0	21,925	11,705	10,220
Income	(91,535)	0	(91,535)	(91,535)	0
Salaries	96,460	0	96,460	86,240	10,220
Expenditure	17,000	0	17,000	17,000	0
Corporate Items	6,700	0	6,700	6,700	0
Expenditure	6,700	0	6,700	6,700	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	(727,999)	(442,323)	(1,170,322)	(1,175,082)	4,760
Earmarked Reserves	(727,999)	(442,323)	(1,170,322)	(1,175,082)	4,760
Expenditure	(727,999)	(442,323)	(1,170,322)	(1,175,082)	4,760

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	18,222	0	18,222	63,891	-45,669

Broads Authority

24 November 2023

Agenda item number 11

Digital Boundary

Report by GIS Officer

Purpose

The role of technology in planning will evolve, including to enable local people and stakeholders to get more involved in the process. A digital boundary map of the Broads Authority Executive Area has been created.

Broads Plan context

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.

Other priority actions in the Broads Plan will also benefit.

Recommended decisions

To note that Natural England will publish the digital boundary of the Broads Authority Executive Area.

1. Introduction

- 1.1. The Broads Authority has worked with Natural England to create a consistent digital interpretation of the Broads boundary that can be used with confidence on interactive maps. This is driven by the government's ambition to make all Local Plans digital and interactive so that users can simply click on an area or site to see what is proposed and what the constraints are. For this to work effectively the base data needs to be up to date and accurate, therefore Authority officers have been working on a project to create a digital boundary map of the Broads Authority Executive Area that can be used with confidence at large scales, and on interactive maps.
- 1.2. There is a common misconception that data displayed on an interactive map is correct at all scales. The deposited paper map shows the Broads area at 1:10000 leaving it open to interpretation at larger scales.
- 1.3. The version used by the Broads Authority was digitised circa 2006. At a similar time, Natural England digitised the National Park boundaries including the Broads. A comparison of both versions to the deposited paper map identified differences and led to the digital boundary project.

- 1.4. The paper map deposited with the Norfolk & Suffolk Broads Bill remains the legal boundary.

2. The deposited map

- 2.1. The paper map deposited with Norfolk & Suffolk Broads Bill depicting the area of the Broads Authority is held in the Parliamentary Archives. The deposited map comprises of 40 Ordnance Survey 1:10000 map sheets based on a 1:2500 survey in 1970. The Broads area is shown in pink.
- 2.2. The Broads Authority holds a copy of the '1986-1987 in Parliament set'. This set was signed by Keir Hounsome, Broads Authority Solicitor in 2010 and the note on it states 'This is the only locally held true copy of the map deposited with the Bill which led to the above Act. It is therefore the best evidence of the Broads Authority's executive area'. A separate map shows the amendment made in schedule 2 of the Broads Act.
- 2.3. The Broads Authority copy of the '1986-1987 in Parliament set' has been used for this project.

3. Digitising the boundary

- 3.1. During the early 2000's many designations were digitised from the original paper maps for use in Geographic Information Systems (GIS). Natural England shared their guidance on interpreting and digitising Landscape Designation Orders and designated site maps with the Broads Authority.
- 3.2. In the last few months, the deposited paper map was examined, and the Broads Authority GIS officer developed a specific set of interpretation to apply to the Broads area. The interpretation guide was shared and agreed with Natural England, and details the rules and examples applied to the creation of the digital boundary for the Broads (Appendix 1).
- 3.3. The deposited map sheets were scanned, georeferenced and mosaiced to create a seamless georeferenced GIS layer. The line was digitised from scratch in GIS to ensure the rules were applied consistently.
- 3.4. A literal interpretation approach was taken to determine which rule to apply. If a defining feature on the deposited map no longer existed, sections were digitised at a smaller scale using the georeferenced map sheets and research undertaken to establish the intended line as shown on the deposited map.
- 3.5. The amount of work involved to carry out the digital boundary project is huge, over the last four years, with significant input from the Planning Policy Officer and GIS Officer at the Broads Authority, and GIS Officer and Senior Advisor at Natural England.

4. Validation

- 4.1. The boundary line has been digitised at a scale of 1:1250 on OS MasterMap (downloaded November 2019). Each section was digitised and assigned the relevant rule and areas of uncertainly flagged.
- 4.2. Natural England undertook a two-stage review. A GIS Analyst checked the digitisation and interpretation rules. Flagged areas were reviewed between Natural England and the Broads Authority and issues escalated to Natural England’s Senior Advisor on landscape designation boundaries to reach an agreement.

5. Conclusion

- 5.1. The revised digital interpretation of the boundary has been shared and agreed with Natural England.
- 5.2. Natural England will publish the digital boundary as they have a duty to designate the Broads area under Norfolk and Suffolk Broads Act 1988. The paper map remains the legal boundary.
- 5.3. The date of publication of the digital boundary by Natural England is not confirmed yet.
- 5.4. The Broads Authority will adopt the use of the revised dataset, when it is published by Natural England, as part of the National Parks (England) GIS dataset under the Open Government Licence. For example, we will use the revised dataset for our draft Local Plan mapping.
- 5.5. The Director of Strategic Services will notify our adjacent local authorities of the update when the digital boundary is published.

Author: Vicky Short

Date of report: 31 October 2023

[Broads Plan](#) strategic objectives: F4

Appendix 1 – Interpretation guide

Broads Authority Boundary Clarification Interpretation Guide

11/08/2023

Contents

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Acknowledgements

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Background

The aim of this project is to prepare for the digitisation of planning and create a consistent digital interpretation of the Broads Authority (BA) boundary that can be used with confidence at large scales on interactive maps.

The version used by the Broads Authority was digitised circa 2006. At a similar time, Natural England digitised the National Park boundaries including the Broads. A comparison of both versions to the deposited paper map identified errors and led to this project.

Natural England has a duty to designate the Broads area under Norfolk and Suffolk Broads Act 1988.

The Broads Authority has worked with Natural England to create the 'digital boundary' and it will be used going forward as the best interpretation available. The deposited paper map will remain the legal boundary.

The deposited map

The map deposited with Norfolk & Suffolk Broads Bill depicting the area of the Broads Authority is held in the Parliamentary Archives. The deposited map comprises of 40 Ordnance Survey 1:10000 map sheets based on a 1:2500 survey in 1970. The Broads area is shown in pink.

The Broads Authority holds a paper copy of the '1986-1987 in parliament set'. This set was signed by Keir Hounsome, Broads Authority Solicitor in 2010 and the note on it states 'This is the only locally held true copy of the map deposited with the Bill which led to the above Act. It is therefore the best evidence of the Broads Authority's executive area'. A separate map shows the amendment made in schedule 2 of the Broads Act.

Interpretation rules

A literal approach to interpret the paper map has been taken. These rules have been developed by examining the deposited map and on advice from Natural England.

The boundary line has been digitised at a scale of 1:1250 on OS MasterMap (downloaded November 2019).

The deposited map sheets have been scanned, georeferenced and mosaiced to create a seamless layer. If a defining feature on the deposited map no longer exists, sections have been digitised at a smaller scale using the georeferenced map sheets and research undertaken to establish the intended line as shown on the deposited map.

	Scenario	Action	Notes
1	Written annotations on the map supersede the feature shown on the map		
2	Schedule 2 of the Broads Act 'Variation of the area shown on the deposited map'	Grid references and description of the boundary in schedule 2 supersede the pink area on the deposited plan.	
3	The boundary follows the same feature as shown on the definitive map and current OS MasterMap.	The boundary will be traced along the feature in OS MasterMap	
4	Where the boundary follows a single feature on the deposited map but OS MasterMap depicts more than 1 feature in close proximity	A 'hard' feature will be followed. E.g. a dyke opposed to vegetation boundary	
5	The boundary follows a feature that no longer exists or has significantly moved on current mapping.	The original alignment should be maintained unless it follows a feature that is subject to natural change e.g. Mean High Water (MHW). If no evidence of the feature can be identified on current mapping then the deposited map should be georeferenced to plot the line.	In areas where the change is the result of manmade change the current MHW line will be used opposed to georeferencing. This is specific to the Broads Authority. We understand that the intention was, and still is, for the Broads Authority's jurisdiction to follow the MHW line where it follows a manmade feature.
6	The original boundary line has been dissected by a new feature e.g. a building.	The original alignment should be maintained unless scale/historic mapping can be used to justify the inclusion/exclusion of a feature. E.g. building.	
7	The pink area follows a feature that is subject to change e.g. Mean High Water	The current line of the matching feature should be used e.g. MHW	Refer to Rule 5.

Common Features

The deposited maps are 1:10000. 1cm on the map represents 100m on the ground. Features at this scale are generalised. To ensure consistency the following interpretation rules were used for common features. Appendix 2 shows some examples.

Common features	Action
Roads on the 1:10000 are depicted as 2 black lines and do not delineate between the road surface and verge/footway.	Where the boundary follows a road, it will be snapped to the metalled edged of the road shown on OS MasterMap as this is the most permanent feature available.
On the 1:10000 map sheets drains are shown as a solid black line but on large scale mapping they are shown as a polygon.	Drains are included if the connecting network/land being drained is clearly within the pink area.
Straight lines	Straight lines between known features are replicated. They have also been used across junctions and property entrances where appropriate.
Dashed lines	If the same feature is identifiable on the ground e.g unfenced road or property extent. Then the feature has been snapped to. Historic mapping has been checked to establish if scale can be used to justify snapping to a feature in OS MasterMap. Otherwise, the line on the georeferenced map sheet has been used.

Data sources

Source	Notes
In Parliament Session – 1986 -1987 – Map book	Norfolk and Suffolk Broads (signed by Broads Authority Solicitor Kier Hounsome, 2010). 1:10,000. This set was scanned c.2006 and has been georeferenced as part of this project.
In Parliament Session – 1985 -1986 – Map book	Norfolk and Suffolk Broads (gifted by Cranfield University to the BA in 2020). 1:10000.
OS MasterMap c.2006	Topographic Line and Topographic Area. This is the set of data the 2006 boundary was digitised against.
OS 1:10,000 (last release)	
National Library for Scotland historic mapping	Map Finder - with Marker Pin - Map Images - National Library of Scotland (nls.uk)
Norfolk Historic Maps	Norfolk Historic Maps
Planning Public Access	<p>This is especially useful where development has significantly altered an area. The site location plan's often show the original alignment.</p> <p>Simple Search (broads-authority.gov.uk) Planning Application Search (broadland.gov.uk) Simple Search (south-norfolk.gov.uk) Great Yarmouth Borough Council (great-yarmouth.gov.uk) Simple Search (north-norfolk.gov.uk) Simple Search (eastsoffolk.gov.uk)</p>

Digitising & validation process

- Map sheets georeferenced using ArcGIS Pro, clipped and mosaiced to create a continuous layer.
- Boundary line plotted in ArcGIS Pro.
 - Each section was assigned a uniqueID, rule number and rule description. A link to relevant reference material and comments were added where research was needed.
- The dataset was reviewed by Natural England and areas of uncertainly flagged.
- Flagged areas reviewed by NE & BA GIS specialists and if agreement was not reached they were referred to Natural England's Senior Landscape Advisor.
- Once agreement had been reached a topology check of the dataset was carried out and it was converted into the boundary polygon dataset.

Appendix 1: Interpretation rule examples

1. Written annotations on the map supersede the feature shown on the map



Figure a. © Crown copyright.
Scanned deposited map annotation example

2. Schedule 2 of the Broads Act 'Variation of the area shown on the deposited map'

[Norfolk and Suffolk Broads Act 1988 \(legislation.gov.uk\)](http://legislation.gov.uk)

3. The boundary follows the same feature as shown on the definitive map and current OS MasterMap.



Figure b. © Crown copyright.

Right: Deposited map showing the pink area following the edge of a road. Right: The proposed digital boundary following the edge of the metalled road surface

4. Where the boundary follows a single feature on the deposited map but OS MasterMap depicts more than 1 feature in close proximity



Figure c. © Crown copyright.
Left: Deposited map. Right: OS MasterMap

The boundary could be following:

- The road
- The beck
- The top of the embankment

The proposed line has been drawn following the edge of The Beck. The Beck is excluded. This has been done because the pink area follows The Beck/top of the embankment to the South.

5. The boundary follows a feature that no longer exists or has significantly moved on current mapping.

The Low Wood Farm case study is an example of this.

6. The original boundary line has been dissected by a new feature



Figure d. © Crown copyright.
Left: Deposited map scan. Right: OS MasterMap

A straight line has been drawn between the two sections of drain.

7. The pink area follows a feature that is subject to change e.g. Mean High Water (MHW)

The current MHW line has been followed (OS MasterMap 2019).

Appendix 2: Common feature interpretation

Roads & Verges

A road or track on the deposited 1:10000 map is generalised and does not show the verge.



Figure e © Crown copyright.

Interpretation

The metallised edge of the road is the consistently identifiable feature.

Where the pink area clearly includes the road and large-scale mapping details a verge, the verge is excluded and vice versa

There are some exceptions to this. E. g. The Beccles bypass is not shown on the paper map but there is annotation stating 'Northern fence of the Beccles Bypass'

Drains

Drains on the deposited 1:10000 map are shown as a solid black line. On 1:1250 OS MasterMap they are shown as a polygon feature.

Interpretation

Where the edge of the pink area on the deposited map follows a drain, if the connecting network is in the pink area, the whole drain is included.

This is consistent with the Natural England Supersite Digitising guidance:

'If the original map shows the river or drain as a single line, and OS MasterMap shows it in more detail with two lines (i.e., both banks) then include both banks in the site. This should be consistent for a whole site so all bounding drains are included unless it is clear from the maps that some areas should be excluded.'

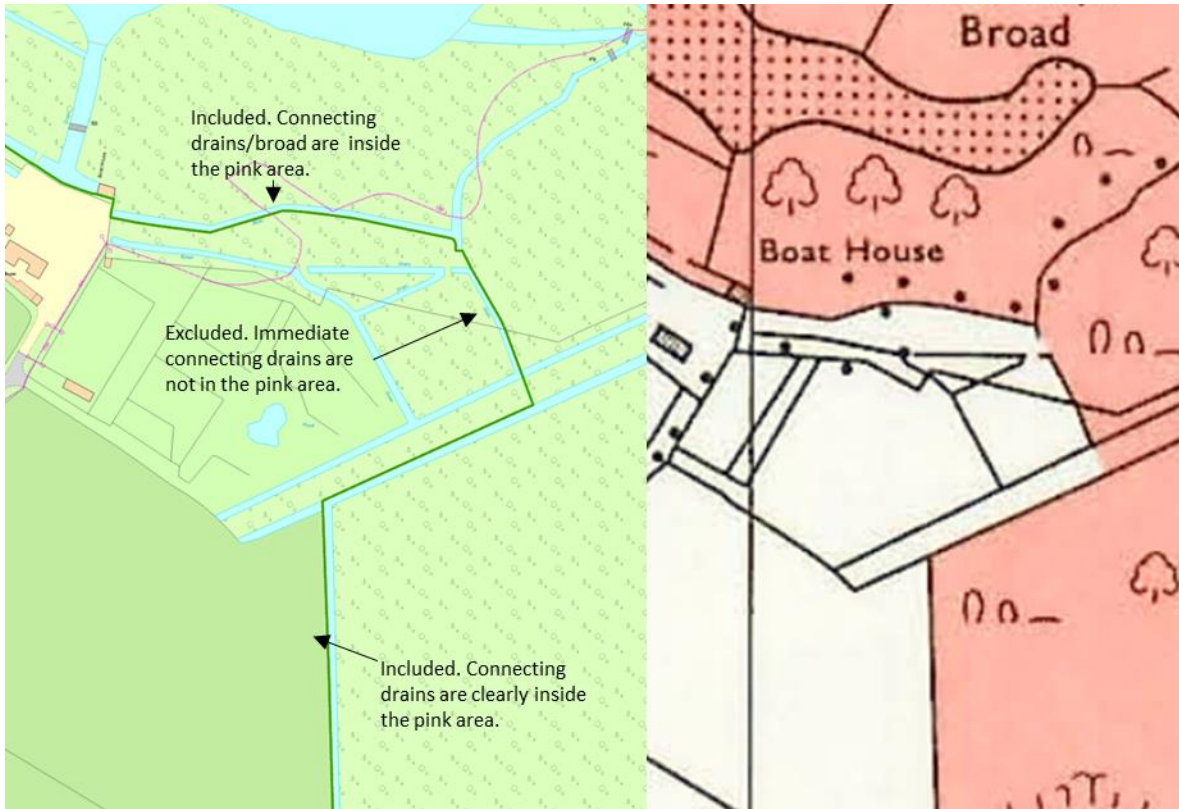


Figure f
© Crown copyright. Drain example

Appendix 3: Case studies

The following case studies are examples where further research has been undertaken to establish the alignment of the boundary.

Blackdoor Cottages, Runham, Norfolk (646182, 310958)

The deposited map dated 1986-87 shows the building and curtilage are excluded from the pink area. Current OS MasterMap does not show the original curtilage of the property. The property has been extended.

Research shows [planning permission](#) for a 2-storey extension was granted in 1992. The existing BA & NE GIS interpretations incorrectly excluded the 2-storey extension area from the Broads Authority Executive Area (see purple area/line in pink in the bottom left picture below).

The Broads Authority Executive Area was designated in 1989, 3 years before the planning permission for the extension was granted. The revised boundary line (see line in black below) has been drawn following the dashed line on OS MasterMap (original roof line) and continued in a straight line to meet a line extended from the rear boundary of the cottage next door matching the deposited map.



Figure g. © Crown copyright.

Top left: The deposited map. Top right: OS MasterMap. Bottom left: Boundary error (black line = proposed digital boundary, purple 2006 digital boundary, pink line = Natural England dataset). Bottom right: Extension planning application.

Low Wood Farm Country Cottages, Mautby, Norfolk (649540, 311821)

This area has changed significantly on the ground. Interpretation rules 5 and 6 apply. The boundary dissects the buildings. The curtilage of the property shown on the definitive map has changed and georeferencing the line is the only option available.

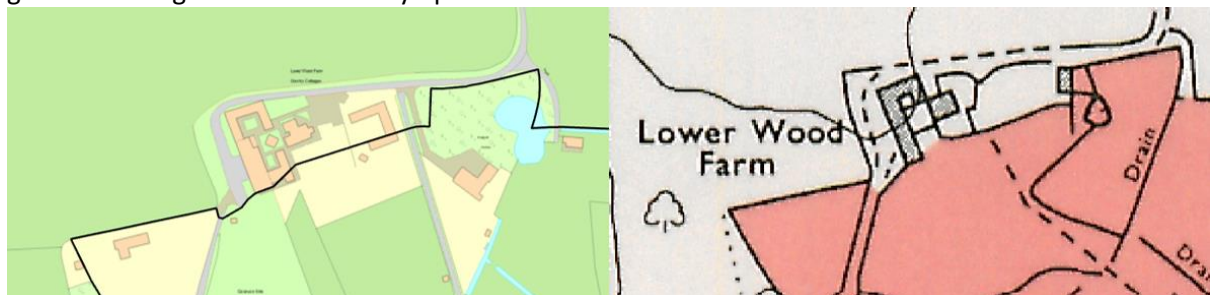


Figure k © Crown copyright.

Left: Proposed boundary and OS MasterMap. Right: Deposited map scan

Old Hall Farm, Crostwick, Norfolk (626601, 316562)

The deposited map shows a building on the edge of the boundary. Current OS MasterMap details a much smaller building.



Figure i. © Crown copyright.

Left: Scanned deposited map. Middle: OS MasterMap. Right: proposed digital boundary line and OS MasterMap

[1905 OS mapping](#) shows the original hall. A site visit concluded the building does not exist. There is a small derelict building to the left of the boundary line, but no other building remains. The boundary line has been continued in a straight line between the end of the fence line in OS MasterMap and the woodland.



Broads Authority

24 November 2023

Agenda item number 12

Education Strategy

Report by Education Officer

Purpose

This report presents the final version of the Broads Education Strategy 2023-28. The strategy has been through a consultation process with stakeholders and partner organisations.

Broads Plan context

Theme F of the Broads Plan: Promoting Understanding and Enjoyment, especially: **F3** - Provide and expand schools-based and outreach environmental education opportunities for young people, using the Broads as a learning resource.

Recommended decision

Adoption of the Broads Education Strategy 2023-28.

1. Strategy production

- 1.1. The current Broads Education Strategy was produced in 2017, and it has been reviewed and refreshed. It has followed the same approach and format as the volunteer strategy which was adopted in September 2022. As with the Broads Plan, a wide range of partners are involved in the implementation of the strategy.
- 1.2. One of the key actions of the Broads Education Strategy was to ensure that it was fully aligned with the Broads Plan 2022-27 and its high-level strategic direction. There are also strong links and lessons learnt to the project delivered in the last period, especially the legacy of Water, Mills and Marshes and [Generation Green](#).

2. Strategy Content

- 2.1. The Broads Plan 2022-27 contains the aspiration to “Provide and expand schools-based and outreach environmental education opportunities for young people, using the Broads as a learning resource”. This aspiration is underpinned by three key areas of focus:
 - Production of environmental education schemes, activities, resources, and tools and deliver to local schools, building upon educational projects initiated under Water, Mills and Marshes and Generation Green.
 - Improving resource capacity for education delivery.

- Offer a range of projects for young people focused on skills training, practical experience, and progression.
- 2.2. These areas of focus provide the high-level context for the Broads Education Strategy which includes an action plan 2023-2028 (Appendix 1). The strategy aims to provide a clear progression of opportunities for schoolchildren and other young people to learn about and engage with the Broads, emphasising the benefits of high-quality outdoor learning and environmental activities.
- 2.3. The 5-year action plan will deliver elements through the following progression route:
- The provision of resource materials, schools contact, in-school workshops, and presentations, or contact with the Broads Authority (BA) through public events and careers fairs.
 - School visits to the Broads National Park; 'Discovery Day' contact or longer-term learning projects with the BA Education team and Rangers.
 - Longer-term youth projects, leading to John Muir Award, youth social action or work experience.
 - Youth volunteering opportunities, including Broads Authority Youth Ranger programme.
 - Apprenticeships and career opportunities
- 2.4. The action plan will be delivered against 5 objectives:
- Production and delivery of an enhanced range of environmental education schemes, activities, and resource tools.
 - Build upon educational opportunities initiated by Water, Mills and Marshes and Generation Green.
 - Increase resource capacity.
 - Offer a range of projects for young people focused on skills training, practical experience, and progression.
 - Monitor and improve the effectiveness.
- 2.5. There was a consultation with key stakeholders in October and November 2023. The consultation responses have been general comments of support and offers of help in implementing actions, which are appreciated.

Author: Nick Sanderson

Date of report: 07 November 2023

[Broads Plan](#) strategic objectives: F3

Appendix 1 – Education Strategy 2023-2028

Broads Education Strategy 2023-2028

Education Strategy for the Broads and Action Plan 2023-2028

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Introduction

Broads Plan 2022-27

The Education Strategy for the Broads sits under the [Broads Plan](#), the key strategic management plan for the Broads. It is produced by the Broads Authority (BA).

The Broads Plan 2022-27 states that: ‘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 our resources to build on existing school-based and outreach activities, including new projects following the end of the ‘Water, Mills & Marshes’ education activities in 2023, and partnerships established by Generation Green.

One of the Broads Plan’s long-term aims is that: ‘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.’ Strategic objective F3 is to: ‘Provide and expand schools-based and outreach environmental education opportunities for young people, using the Broads as a learning resource’.

Broads Authority Education Service

The Broads Authority is committed to providing and developing an environmental education service that gives young people opportunities to learn about and enjoy the special qualities of the Broads National Park. The Broads Education Strategy supports the organisation’s statutory second purpose to promote opportunities for the understanding and enjoyment of the special qualities of the Broads by the public. It provides a framework for school-based education and wider outreach in the Broads over the next five years (2023-2028), although a number of actions will continue beyond this timeframe.

Benefits of environmental education

In delivering environmental education to schools and colleges, youth groups and through other channels, the Broads Authority and its partners want to inspire the next generation, as the future users and custodians of the Broads. This outreach also helps young people from all background and circumstances to connect, or perhaps reconnect, with the special natural environment on their doorstep for their health and wellbeing. Evidence highlights the many benefits that everyone, particularly children and young adults, gain from learning about and enjoying our protected landscapes, including:

- Improved self-confidence and personal character development.

- Better awareness, understanding and appreciation of the natural and cultural environment, and a passion to help protect and enhance it.
- A greater sense of community connection and belonging, helping to reduce social isolation and conflict.
- New and enhanced life skills, including social and vocational skills, offering broadened horizons and lifelong opportunities.
- Improved physical and mental health and wellbeing.
- A lifelong appetite for learning.
- And, importantly, lots of fun!

The Broads Authority takes a progressive approach to offering learning opportunities and involving young people in helping to look after the Broads, based on the following steps for engagement and intervention:

1. The provision of resource materials, schools contact, in-school workshops, and presentations, or contact with the BA through public events and careers fairs.
2. School visits to the Broads National Park; 'Discovery Day' contact or longer-term learning projects with the Authority's Education team and Rangers.
3. Longer-term youth projects, leading to John Muir Award, youth Social Action or schools work experience.
4. Youth volunteering opportunities, including Broads Authority Youth Ranger programme.
5. Apprenticeships and career opportunities

Context

The Broads Education Strategy 2023-28 updates the previous version adopted in 2017. Some of the key changes for environmental education in the Broads since 2017 are outlined below.

Landscapes Review

The [Landscapes Review](#) (2019) recognises the transformative effect that engaging with our protected landscapes, including National Parks and AONBs, can have on young people. One of its core recommendations is "A night under the stars in a national landscape for every child" (Proposal 8). More widely, it identifies the need for those managing England's protected landscapes to do more to engage with people from all sectors of society, putting particular emphasis on forging better links with underrepresented communities. The Landscapes Review states that most visits are made by the same (better off, less diverse) people repeatedly, and those who miss out are the older, the young – especially adolescents – and those from lower socio-economic groups and black, Asian and minority ethnic communities:

- 13% of children (under 16) and 5% of young people (aged 16-24) typically never visit the natural environment or even spend any of their leisure time outdoors.

- Children are spending less time unsupervised outside and children from Black, Asian and minority ethnic, and low income, communities are even less likely to do so. 18% of children living in the most deprived areas never visit the natural environment at all.
- 20% fewer Visibly Minority Ethnic (VME) children go out into green spaces weekly compared to white, middle-class children. Children from deprived backgrounds visit 10% more than VME children.
- The numbers of children going on school visits to the countryside is shockingly low at just 6-7%.

The [Government's initial response to the Landscapes Review](#) was published in January 2022, followed by a public consultation on proposed legislative and other changes.

Government policy on sustainability and climate education

Environmental sustainability and responding to the impacts of climate change are bringing increasing challenges for the management of the Broads. Delivering the strategic objectives in the Broads Plan requires strong partnership working and innovative approaches, especially in the context of reduced funding for many organisations.

In September 2021, the University of Reading brought together young people, scientists, teachers and educationalists, policymakers and campaigners at a Climate Education Summit to create [the National Climate Education Plan](#) for better climate education in schools and colleges in the UK. The aim of the plan is to give all young people today and future generations the understanding and empowerment to respond to the impacts of climate change.

On 21 April 2022, the Department for Education published its policy paper '[Sustainability and Climate Change Strategy: A strategy for the education and children's services systems](#)'. The strategy's aim is to help the UK's education system transition out of the Covid pandemic and, in doing so, face the environmental challenges of climate change, giving all children, young people and adults the knowledge and skills to thrive in the green economy and to help restore nature.

Both of these initiatives will provide context to the delivery of education within this strategy.

Face-to-face and online engagement

As from April 2020, the Authority no longer has responsibility for Whitlingham Country Park, which was used to deliver formal and informal learning opportunities and public events. With few alternative accessible sites under the Authority's ownership or management, this presented potential difficulties for delivering face-to-face educational activities. However, new partnerships and teaching opportunities have been developed at Barton Turf Adventure Centre and other locations throughout the Broads, together with new approaches developed as part of the Generation Green initiative. This has led to a more flexible delivery of learning opportunities across the whole area.

The Covid-19 pandemic in 2020 and 2021 had profound effects on many areas of the Authority's work, and the Education Service had to stop face-to-face-delivery to schools and visiting groups for many months. However, it continued its online engagement, delivering virtual learning sessions to a range of audiences. Since that time, the Authority has continued to adapt and develop its delivery approaches, making greater use of online meetings and teaching sessions, and providing more web-based resource materials. The hiatus in direct face-to-face delivery also gave the Authority more time to review and develop all its educational resource materials.

Generation Green

The Covid pandemic gave many schools and youth groups a new or refreshed perspective on the value of getting young people out into nature, particularly protected landscapes like the Broads, for their physical and mental health and wellbeing. A positive outcome was [Generation Green](#), a 16-month project funded by the Government's Green Recovery Challenge Fund. The project's aim is to connect thousands of young people with nature through new jobs, training, volunteering roles, as well as residential, outdoor, and online learning experiences. Delivered by the Access Unlimited coalition (YHA, Outward Bound Trust, Scouts, Girlguiding, Field Studies Council and the 10 English National Parks), opportunities were designed to cultivate in young people a sense of connection and care for the natural environment.

Funded activities provided through the project included day visits and overnight experiences in National Parks and Areas of Outstanding Natural Beauty (AONBs), social action and citizen science projects, self-guided learning, and micro-volunteering. The BA delivered a project targeted at 8-26-year-olds who were less likely to participate in outdoor or nature-based activities and who were from either under-privileged urban or coastal communities (e.g., Norwich, Great Yarmouth, and Lowestoft) or underrepresented groups in the visitor profile of the area (e.g., Black, Asian and Minority Ethnic communities). Delivered by the Authority's Education Service team and creating two part-time Learning Officer posts, the project reached around 600 young people and delivered more than 5,000 hours of practical conservation and engagement work.

The Generation Green project granted the Authority with new partners and approaches in its education delivery and demonstrated the value of working collectively with other organisations. It also forged a stronger bond between the education teams of the National Parks. An aim of this strategy is to build on the successful legacy of both Generation Green and the Lottery funded 'Water, Mills and Marshes' Landscape Partnership Scheme.

Guiding principles

The following principles guide the delivery of this Education Strategy:

- Learning opportunities and materials are engaging, inclusive and accessible to all.
- Education delivery highlights the special qualities of the Broads and the work of the Authority.

- Learning opportunities contributes to Broads Plan aspirations and objectives, including working with Broads Authority partners.
- Learning opportunities are effective, innovative, and sustainable.
- Education and engagement volunteers receive high standards in safety, training, and support.

Key objectives

The Broads Education Strategy aims to deliver learning opportunities in the Broads under the following objectives:

Objective 1: Produce an enhanced range of environmental education schemes, activities, and resource tools (including Broads Curriculum materials and teacher support) and promote and deliver to local schools.

Objective 2: Complete and build upon schools-based educational opportunities initiated under the Broads Landscape Partnership ‘Water, Mills & Marshes’ programme and the Generation Green project.

Objective 3: Increase capacity to deliver more outreach educational activities for school-aged children and young people.

Objective 4: Offer a range of projects for young people focused on skills training, practical experience, and progression.

Objective 5: Monitor and improve the effectiveness of the Education Service in promoting understanding of the Broads and delivering Broads Plan objectives.

Resources

The Authority’s Education Service sits within the Communications Section in the Strategic Services Directorate. Currently (November 2023), a full-time Education Officer manages and delivers the service. This role is supported by two part-time Project Officers (2 to 2.5 days a week) who are funded by external grants to deliver two projects:

- **Rails, Sails, and Trails:** A school, youth, and family focused project to discover the Broads National Park using trains on the Wherry and Bittern Lines; funded by Greater Anglia Railways via the Community Rail Partnership.
- **Youth Engagement:** A project to deliver and support youth work and develop Broads Youth Rangers. Funded by grants from the Lottery ‘Water Mills and Marshes’ Landscape Partnership Scheme, Forest Holidays and Amex until March 2024.

Rangers: the Ranger Team have the necessary skills and expertise to support education activities, for example through guided walks, micro-volunteering opportunities and taster days.

Volunteers: The Authority's education programme is supported by trained and experienced Education volunteers, many of whom are current or retired teachers. This team of dedicated people is essential to the delivery of the service.

The Authority works with a wide range of partners to deliver education in the Broads.

Broads Environmental Education Network (BEEN)

BEEN is a coalition of approximately 40 organisations delivering education and outdoor activities in and about the Broads National Park. The Broads Authority convenes two meetings annually of the BEEN and provides its administrative support. It is an essential network to disseminate information and requests, develop partnerships and bids for external funding.

Financial resources

As core funding for education within the Authority's budget is limited, the importance of external funding, both for staff salaries and delivery of projects cannot be underestimated.

Projects such as 'Generation Green' and 'Rails, Trails and Sails' have shown the impact and effectiveness of increased staff capacity thanks to external funding.

A key action of this strategy is to work with partner organisations to secure funding for educational delivery in the next period 2023-2028.

Monitoring

Objective 5 includes actions to monitor the effectiveness of the Authority's Education Service. This includes regular internal reviews and update reports to the Authority's Board as part of the annual Business Plan review, highlighting progress against the objectives in this strategy.

Action plan 2023-2028

Objective 1: Produce an enhanced range of environmental education schemes, activities, and resource tools (including Broads Curriculum materials and teacher support) and promote and deliver to local schools.

Ref.	Key actions	Key outputs by 2028	Resources	Timescales
1.1	Develop and deliver new activity programmes in response to school curriculum and Government initiatives (e.g., GCSE Natural History curriculum, Government Sustainability and Climate Change Strategy).	Schools offered range of new activity programmes on various topics (e.g., climate change, sustainability, rivers, tourism, local history).	BA Education Officer BA Project Officers BA education volunteers BEEN organisations	Ongoing
1.2	Expand and develop education partnership with Barton Turf Adventure Centre (BTAC) and establish new schools' activities.	Educational delivery partnership with BTAC maintained and expanded.	BA Education Officer BA Project Officers BA education volunteers BTAC staff	Ongoing
1.3	Develop and deliver new Broads-related in-school workshops, projects, and presentations, and promote to local schools.	New in-school activities available and delivered to local schools; activity resources available online.	BA Education Officer BA Project Officers BA Comms team	Ongoing
1.4	Work with local schools to deliver Broads topic work over structured programmes of engagement	BA Education team delivering multiple-session Broads projects to local schools	BA Education Officer BA project officers Education volunteers	Ongoing
1.5	Review and update Broads' educational resource material in liaison with Broads Environmental Education Network (BEEN) partners.	Comprehensive and up-to-date set of Broads resources available to schools via BA website.	BA Education Officer BA Comm team BEEN partners	Ongoing Annual review

1.6	Develop new resources based on key subject areas/ topics identified by schools and in Broads Curriculum. Link to Broads Discovery Days, projects, and school curriculum requirements.	Comprehensive set of Broads resources available to schools via BA website.	BA Education Officer BA Comms team BEEN partners	Ongoing Annual review
1.7	Update and consolidate Broads Curriculum framework and publish on education pages on BA website, linked to partner outreach resources.	Broads Curriculum updated and published on website, with links to resources.	BA Education Officer BA Project Officers BA education volunteers BA Comms team BEEN partners	Ongoing Annual review
1.8	Develop teacher training sessions to promote and support delivery of education programmes and activities.	Bookable teacher training sessions developed and promoted.	BA Education Officer BA Project Officers BA education volunteers BA Comms team BEEN partners	2025 onwards
1.9	Continue to provide administrative support to Broads Environmental Education Network (BEEN) and to facilitate biannual meetings.	Bi-annual BEEN meetings held and updates sent regularly to member organisations.	BA Education Officer BA Strategic Services Admin Officer BEEN partners	Ongoing

Objective 2: Complete and build upon educational opportunities initiated under the Broads Landscape Partnership ‘Water, Mills & Marshes’ programme and Generation Green project.

Ref.	Key Actions	Key outputs by 2028	Resources	Timescales
2.1	Complete development of Broads Youth Ranger programme for 12-18-year-olds and develop volunteer role to support programme.	Youth Ranger programme established, supported by trained volunteers.	BA Education Officer BA Project Officers BA education volunteers BA Rangers BA Volunteer Coordinator	2024

			BEEN partners	
2.2	Complete Rails, Sails and Trails (RST) programme, and seek further funding and project opportunities with Anglia Railways and other partners.	RST programme delivered. Resources available for school self-led visits. New project launched (subject to funding).	BA Education Officer BA Project Officers BA education volunteers	Feb 2024
2.3	Seek funding to continue residential visits programme started under Generation Green and maintain partnership with Youth Hostels Association (YHA).	Partnership maintained with YHA Sheringham. Funding sourced to deliver residential opportunities to youth groups and schools, e.g., New Routes Integration.	BA Education Officer BA Project Officers BA Partnership and External Funding Manager BA education volunteers YHA BEEN partners	Ongoing
2.4	Develop proposal for Broads' school travel grant scheme and, if feasible, establish process to offer grant assistance to schools in areas of high Indices of Multiple Deprivation (IMD).	Schools travel grant scheme established.	BA Education Officer BA Partnership and External Funding Manager	2025
2.5	Maintain and develop partnership with New Routes Integration (NRI) and deliver outreach opportunities to newly settled and BAME communities; work with NRI to seek additional funding to support delivery.	Ongoing learning and engagement opportunities delivered to newly settled and BAME communities, including regular visits and residential opportunities.	BA Education Officer BA Project Officers BA Partnership and External Funding Manager BA education volunteers New Routes Integration YHA BEEN partners	Ongoing

Objective 3: Increase capacity to deliver more outreach educational activities for school-aged children and young people.

Ref.	Key actions	Key outputs by 2028	Resources	Timescales
3.1	Use key experience and evidence from Generation Green, LPS 'Water, Mills & Marshes,' and Rails, Sails & Trails to develop new educational and outreach projects with partners; secure funding for delivery and staff.	New, innovative education projects funded, resourced, and launched. Project officers employed.	BA Education Officer BA Project Officers BA Partnership and External Funding Manager	Ongoing
3.2	Secure funding for additional BA Education Officer and recruit to the post.	Additional BA Education Officer post funded and filled.	BA Education Officer BA Head of Comms BA Partnership and External Funding Manager	Ongoing
3.3	Work up project ideas ready to feed into new funding opportunities from Access Unlimited coalition and other UK National Parks initiatives. Link with other DEFRA/BA/NPA initiatives eg. Farming in Protected Landscapes. (FIPL).	Developed and costed projects available and rolled out as funding opportunities arise.	BA Education Officer BA Partnership and External Funding Manager BA Project Officers Access Unlimited UK NPs	Ongoing
3.4	Develop education and events volunteer roles and training opportunities to allow for volunteer-led school activities and public events.	Trained and resourced volunteers independently leading some school activities and events.	BA Education Officer BA Project Officers BA education and events volunteers BA Volunteer Coordinator	2024

3.5	Source funding to develop partnership projects delivering 'Broads experiences,' particularly targeted to groups in high IMD areas.	'Broads experiences' projects funded and delivered through partnerships.	BA Education Officer BA Project Officers BA Partnership and External Funding Manager BA education volunteers BEEN partners, other external partners (e.g., Country Trust, First Nature)	Ongoing as opportunities arise
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Objective 4: Offer a range of projects for young people focused on skills training, practical experience, and progression.

Ref.	Key actions	Key outputs by 2028	Resources	Timescales
4.1	Run BA Youth Ranger programme for 12-18-year-olds.	12-18-year-olds taking part in BA Youth Ranger monthly programme.	BA Education Officer BA Project Officers BA education volunteers BA Rangers BA Volunteer Coordinator BEEN partners	2024
4.2	Develop and implement youth activity programmes during weekends and school holidays with partner organisations and youth groups, e.g., Henderson Trust, Mancroft Advisory Project, Youth Advisory Boards, scouts, guides. Seek supporting funding streams, e.g., Clarion Housing Community Ambassador Project.	Youth groups taking part in annual programme of activities in school holidays and at weekends throughout year.	BA Education Officer BA Project Officers BA education volunteers BEEN partners	Ongoing

4.3	Deliver and further develop John Muir Award (JMA) scheme projects to youth groups.	Young people taking part in JMA programmes and successfully gaining award.	BA Education Officer BA Project Officers	Ongoing
4.4	Deliver and further develop Pathways project; expand and offer similar conservation work experience opportunities to other SEND ¹ groups as resources allow and seek additional funding.	Regular programme of work experience maintained with Pathways College and other SEND providers.	BA Education Officer BA Project Officers BA Partnership and External Funding Manager BA education volunteers BTAC BEEN partners	Ongoing
4.5	Develop programme of practical activity to deliver City and Guilds qualification Skills for working life 4807: Conservation units and any successor scheme.	Students undertaking regular work experience programmes able to achieve CG qualification.	BA Education Officer Pathways College staff	2024 and ongoing
4.6	Use model of Pathways project to seek new funding to expand provision of SEND opportunities.	Funding available to expand provision of SEND opportunities.	BA Education Officer BA Project Officers BA Partnership and External Funding Manager BA education volunteers	Ongoing
4.7	Maintain and develop work experience programme for schools and college students, including progression routes following completion of placements.	Youth volunteer opportunities established for offered to 16-18-year-olds.	BA Education Officer BA Volunteer Coordinator	Ongoing
4.8	Develop micro-volunteering opportunities and regular taster days for 16-24-year-olds.	Minimum of two micro-volunteering taster days offered annually.	BA Education Officer BA Rangers BA education volunteers	2024 and ongoing

¹ SEND: Children with special educational needs and disabilities

			BA Volunteer Coordinator BEEN Partners	
4.9	Seek partners to deliver youth projects and opportunities that contribute to the BA's work at more sites.	Young people offered learning opportunities at multiple sites throughout Broads National Park.	BA Education Officer BA Partnership and External Funding Manager BEEN Partners	Ongoing
4.10	Produce variety of information resources on careers advice for young people and deliver at school career days, work placements and taster day events.	Young people getting information on potential careers in Broads National Park.	BA Education Officer BA Comms Team	2024

Objective 5: Monitor and improve the effectiveness of the Education Service in promoting understanding of the Broads and delivering Broads Plan objectives.

Ref.	Key actions	Key outputs by 2028	Resources	Timescales
5.1	Carry out regular feedback and evaluation monitoring with participants and visiting staff on effectiveness of BA Education Service delivery. Identify areas for improvement.	Robust data supporting continuous improvement of BA Education Service provision. Improvements implemented, as necessary.	BA Education Officer BA Project Officers	Ongoing Annual review
5.2	Report to BA members and key external partners on progress against Education Strategy action plan.	Education Strategy progress reported as part of annual Broads Authority Business Plan review.	BA Education Officer	Annual

Broads Authority

24 November 2023

Agenda item number 13

Corporate Partnership Register

Report by Senior Governance Officer

Purpose

The Broads Authority maintains a register of its key partnerships with external organisations. The latest Corporate Partnerships Register (Appendix 1) is attached for Members' information.

Recommended decision

To note the updated Corporate Partnerships Register (Nov 2023).

1. Corporate partnerships

- 1.1. The Broads Authority works in partnership with a wide range of organisations to meet its statutory purposes and deliver the [strategic objectives](#) for the Broads.
- 1.2. These partnerships add value to the Authority's work by helping us to:
 - coordinate and increase project delivery, access new resources, achieve economies of scale and reduce waste and duplication;
 - tackle complex, cross-sector and Broads-wide issues and share risks;
 - build understanding and relationships between different organisations and sectors, and with our stakeholders and local communities;
 - develop new ideas and ways of working; and
 - hold greater influence together than as individual partners.
- 1.3. A 'partnership' refers to an arrangement involving the Authority and one or more external organisations, from any sector, who share responsibility for agreeing and implementing actions to meet common goals. Within each partnership, partners agree a formal structure or identifiable working process, contribute to objectives, share any risk in proportion to the benefits each receives, and share information.
- 1.4. In this context, a partnership does not include a traditional contractual arrangement where the delivery of a service or project has been awarded to a contractor, or to groups of elected members or officers from local authorities and others who come together to discuss strategy or policy. It also excludes ongoing day-to-day contact

with statutory agencies whose responsibilities impact on or link closely to our work, such as Natural England or the Environment Agency. That said, there are occasions when the relationship with such bodies may constitute a partnership arrangement.

2. Partnerships protocol

2.1. The Authority will only enter into a formal partnership arrangement if it is able to invest the staff time, assets, knowledge, and funding to play a full and constructive role. Before entering into a new arrangement, it will make sure that:

- the partnership's aims and objectives are clear, and it can be shown how they contribute to the Authority's statutory purposes and objectives;
- there are clear terms of reference setting out how the partnership proposes to achieve its objectives;
- the financial responsibilities of the respective parties are clearly established;
- the partnership represents value for money, and the Authority could not achieve the same outcome more cost effectively;
- there is a clear exit strategy should the partnership fail to meet its objectives;
- there is a nominated responsible officer for the Authority; and
- the need for member involvement in any Partnership Board is considered.

2.2. Management Team approval, and full Authority approval in some cases, will be obtained before entering into a new partnership agreement.

3. Corporate Partnerships Register

3.1. The Register gives details for each partnership including purpose, partners and lead Authority officer, perceived benefits, duration, financial arrangements, and tasks. As requested by the Audit and Risk Committee (now Risk, Audit & Governance Committee) when it last reviewed the Register, it now includes an approximation of the amount of officer time involved in each partnership.

3.2. The Management Team reviews the Register on a regular basis and may also commission an evaluation of the internal management and governance arrangements in place for any partnership.

3.3. Having reviewed the Register in autumn 2023, the Management Team considers that all partnerships are meeting their original aims and objectives, internal management and governance arrangements are adequate and appropriate, and the partnerships represent value for money.

3.4. As the meeting of the Risk, Audit & Governance Committee scheduled for 21 November did not take place, on this occasion the register has not been reviewed by that committee prior to this Authority meeting.

3.5. Fibreboards is a new addition to the register, and four schemes have been removed as identified in the register.

3.6. The updated Register is at Appendix 1 to this report.

4. Risk implications

4.1. Associated risks and mitigation measures are noted in our Corporate Risk Register or operational level Directorate Risk Registers.

Author: Sara Utting

Date of report: 08 November 2023

Background papers: none

[Broads Plan](#) strategic objectives: all

Appendix 1 – Corporate Partnerships Register

Appendix 1

Corporate Partnerships Register

The register at Table 1 shows the Broads Authority’s corporate partnership arrangements with external organisations. A ‘partnership’ in this context refers to an arrangement involving the Authority and one or more external organisations, from any sector, who share responsibility for agreeing and implementing actions to meet common goals.

Within each partnership, partners agree a formal structure or identifiable working process, contribute to objectives, share any risks in proportion to the benefits each receives, and share information and good practice. Any significant identified risks to the Authority associated with these partnerships are noted in our Corporate Risk Register or relevant Directorate Risk Registers.

Table 1

Corporate Partnerships Register (reported to ~~ARC 29/11/22~~ and BA ~~02/12/22~~24/11/23)

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>ASSOCIATION OF INLAND NAVIGATION AUTHORITIES (AINA)</p> <p>Purpose: Represents the collective views of navigation authorities to Government, regulators, other policy makers, funders and stakeholders. Provides information, advice and good practice for managing, operating and developing inland waterways for navigation and wider use.</p>	<p>Gives collective voice greater than sum of constituent members, such as access to senior DEFRA officials and chance to influence policy and regulations.</p>	<p>Ongoing</p>	<p>BA contribution £3,400 in 2021/22<u>2024/23</u></p>	<p>Represent issues for Broads navigation</p> <p><i>Officer inputs vary, but mainly reading technical papers or sharing information with AINA members</i> <i>A key organisation</i></p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Partners: 18 partners including the Canal & River Trust, Environment Agency, BA and National Park Authorities, local government authorities, private canal companies, internal drainage boards, public and charitable trusts.</p> <p>BA lead officer: Director of Operations</p>				<p>for the Authority to be involved in.</p>
<p>BROADLAND CATCHMENT PARTNERSHIP</p> <p>Purpose: Steers a catchment approach to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.</p> <p>Partners: BA, Norfolk Rivers Trust, Environment Agency, Natural England, Water Management Alliance, Anglian Water, Essex & Suffolk Water, NFU, RSPB, Country Land & Business Association, Norfolk Farming & Wildlife Advisory Group</p> <p>BA lead officer: Catchment and Farming Officer</p>	<p>Supports catchment-wide project planning and delivery. Partner activities can be co-ordinated to achieve greater impact with collective ability to meet catchment water management challenges.</p>	<p>Ongoing</p>	<p>BA contribution approximately £214k p.a. in officer time</p>	<p>Coordinate partnership</p> <p>0.5 FTE</p>
<p>BROADLAND FUTURES INITIATIVE</p> <p>Purpose: To develop the future management of flood risk in the Broads area.</p> <p>Partners: BA, Environment Agency, Natural England, NFU, RSPB, Norfolk County Council,</p>	<p>Coordination of partner activities to achieve greater impact, with collective ability to meet flood risk management challenges.</p>	<p>Ongoing</p>	<p>Small financial contribution each year to facilitate meetings.</p>	<p>Chair partnership meetings, provide comms support, review technical information, present at events and</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Suffolk County Council, Water Management Alliance, Coastal Partnership East</p> <p>BA lead officer: Director of Strategic Services</p> <p>BA members: Matthew Bradbury <u>Shardlow</u> (Matthew Shardlow <u>Tim Jickells</u>) as reserve) on Elected Members' Forum</p>				<p>provide data and guidance. <u>50</u> hours p/a</p>
<p>BROADS BEAT</p> <p>Purpose: Dedicated Police presence for the Broads alongside BA patrols to ensure safety and security on the Broads.</p> <p>Partners: Norfolk Constabulary (lead partner), BA, Environment Agency</p> <p>BA lead officer: Head of Ranger Services</p>	<p>Operational benefits to BA Rangers through practical day-to-day liaison with local Police.</p>	<p>Ongoing</p>	<p>Primarily financed by Norfolk Constabulary. Additional funding discretionary for all other sponsors. BA contribution £2,500 p.a. (20223/<u>234</u>) plus officer time to assist Broads Beat patrols.</p>	<p><u>Mainly an information and intelligence sharing partnership. Another key organisation to be linked into. Provide Ranger assistance to Broads Beat patrols.</u> <u>Xx hours p/a ??</u></p>
<p>BROADS BIODIVERSITY PARTNERSHIP</p> <p>Purpose: To steer biodiversity delivery to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.</p>	<p>Supports nature recovery project planning and delivery. Partner activities can be co-ordinated to achieve greater impact, with collective ability to</p>	<p>Ongoing</p>	<p>Small financial contribution each year to facilitate meetings. Officer time (chairing meeting, updating</p>	<p>Review annual action plan.</p> <p>Hold partnership meetings every 3-4 months.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Partners: BA, Norfolk Rivers Trust, Environment Agency, Natural England, Water Management Alliance, Anglian Water, Essex & Suffolk Water, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Coast AONB, Norfolk Wildlife Trust, Suffolk Wildlife Trust, Butterfly Conservation, Dragonfly Society, Norfolk Flora Group</p> <p>BA lead officer: Environment Policy Adviser</p>	<p>meet nature recovery challenges. Joint ownership and updating of Broads Biodiversity and Water Strategy and Action Plan.</p>		<p>BBW Strategy and Action Plan)</p>	<p><u>45</u> hours p/a</p>
<p>BROADS LANDSCAPE PARTNERSHIP</p> <p>Purpose: To deliver the Water, Mills and Marshes Landscape Partnership Scheme.</p> <p>Partners: BA, Broads Society, Broads Tourism, City College Norwich, Easton and Otley College, Farm Conservation Limited, Great Yarmouth Preservation Trust, New Anglia LEP, Natural England, Norfolk County Council, Norfolk Windmills Trust, RSPB, Voluntary Norfolk, WLMA, Workers' Educational Association</p> <p>BA lead officer: Director of Operations</p>	<p>In return for proportionately small BA contribution, the area receives significant funding to make a real impact. The multi-partner, multi-project programme benefits local communities and area's local natural, cultural and social heritage.</p>	<p>To 31 Dec 2023</p>	<p>Total budget of £2.6m funded by National Heritage Lottery Fund, with additional income of £525k to be funded by third parties.</p> <p>BA contribution is £300k from 2015/16-2020/21.</p>	<p>Administer partnership through Project Manager.</p> <p><u>Full time until 1 November 2023, 0.5 FTE after 1 November 2023</u></p>
<p>BROADS PEAT Nature For Climate Peatland Grant Scheme – Discovery</p>	<p>Project is funded by Defra as a priority within the Environment Plan with</p>	<p><u>Complete</u></p>	<p>Grant Funding of £785,668 administered by Natural England and from Defra, BA</p>	<p>Comply with the conditions of the grant. Employ Project Officers. Coordinate the</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Purpose: To build capacity and capability in the Broads helping landowners and managers overcome barriers to peatland restoration, provide vital baseline environmental information and develop a carbon finance</p> <p>Partners: BA (lead), Palladium, Environment Agency, Natural England, Water Management Alliance, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Wildlife Trust, Suffolk Wildlife Trust, National Trust, 15 landowners.</p> <p>BA lead officer: Director of Strategic Services</p>	<p>strong links to Net Zero and Peatland Action Plan.</p> <p>Funding makes significant difference to BA's ability to work with farmers and land managers to unlock the multiple barriers with our partners around land and water management.</p>		<p>Match Funding of £10,000 or (1.26%)</p>	<p>partnership, reporting and multiple contracts.</p>
<p>BROADS TOURISM (Visit the Broads)</p> <p>Purpose: To develop and promote a high quality and environmentally-friendly tourism industry in the Broads, fulfilling the BA's second statutory purpose and the duty to foster the economic and social well-being of those who live and work in the Broads.</p> <p>Partners: Local tourism businesses and promoters, BA</p> <p>BA lead officer: Head of Communications</p> <p>BA members: Paul Hayden</p>	<p>Supports coordinated approach to working with tourism businesses and promoters to encourage and manage common messages and sustainable tourism in the Broads.</p>	<p>Ongoing</p>	<p>BA provides in-kind administrative support to Broads Tourism board, as well as occasionally producing publications and attending shows or other promotional events.</p> <p>Direct financial support of £6,500 for VtB marketing activity.</p>	<p>Provide admin support for meetings and comms support as required.</p> <p>Attend Board meetings in advisory capacity, manage website and Broads National Park social media accounts, work with DMOs, provide support to</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
			Indirect financial support of £3,000 for additional advertorial pages in Broadcaster.	promote area to visitors. Estimated 650 hrs per year of officer time
<p>CANAPE</p> <p>Purpose: Creating a new approach to peatland ecosystems (EU Interreg North Sea Region project).</p> <p>Partners: BA (lead partner), VHL University of Applied Sciences (NL), Waterschap Hunze En Aas (NL), Naturstyrelsen (DK), Natuurpunt Beheer VZW (BE), Landkries Diepholz (DE)</p> <p>BA lead officer: Director of Strategic Services</p>	<p>Project falls within overarching purpose of creating a sustainable North Sea Region, protecting against climate change and preserving the environment.</p> <p>Funding makes significant difference to BA's ability to sustain the natural environment, ecosystems and landscape in the Hickling Broad area.</p>	<p>To March 2023 (extension agreed by partnership, still to be formally endorsed as part of project modification)</p>	<p>BA to receive c.€729,508 EU grant benefit from project budget of €1.459m.</p> <p>In 2020/21 project funded from existing CANAPE reserve with no additional contribution. Officer time and equipment provided as required match funding.</p>	<p>Hold steering group meeting twice a year. hours p/</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>EXPERIENCE</p> <p>Purpose: EU Interreg project to develop and promote ‘experiential tourism’ to extend the visitor season and attract new visitors.</p> <p>Partners: Norfolk County Council (lead partner), 14 partners in France and UK (Norfolk, Kent, Cornwall, Pas de Calais, Compiègne, Brittany)</p> <p>BA lead officer: Head of Communications</p>	<p>Develops English National Park Experience Collection projects locally, supported by local accommodation providers. Immersive experiences tell the story of our unique landscapes, the people who live there and their history and culture.</p>	<p>Bid successful in July 2019, cooperation agreement with NCC signed in Sept 2020. Project to run to March 2023.</p>	<p>Overall value is €23.3m. BA budget is £254k over life of project, with £167k from EU.</p>	<p>Hold quarterly steering group meetings.</p> <p>Oversee and manage three projects: Broads Experiences, Broads National Park display at Norwich Forum and Broads National Park signage.</p> <p>Xx hours p/a ??</p>
<p>FARMING IN PROTECTED LANDSCAPES</p> <p>Purpose: The programme, developed by Defra, and delivered locally through the Broads Authority and Norfolk Coast AONB, supports farmers and land managers in carrying out projects that support the natural environment, mitigate the impacts of climate change, provide public access opportunities or support nature-friendly, sustainable farm businesses.</p> <p>Partners: Norfolk Coast AONB.</p> <p>The Local Assessment Panel includes representatives of the farming and land-owning community, environmental NGOs, the Broads</p>	<p>The funding will pay for projects, on one landholding or across a number of holdings, which provide direct benefits to the Broads.</p>	<p>Until <u>April 2024</u> <u>March 2025</u>. Applications for the second year of funding should be made between <u>1 November 2021</u> and <u>31 January 2023</u> (year 2).</p>	<p>Overall value for <u>2022/23</u> allocation is <u>£194,848</u> for the Broads <u>varies each year</u>. Land Management Board will act as FiPL grant decision making board with specific Terms of Reference</p>	<p>Comply with the National Framework.</p> <p>Hold regular Local Assessment Panels. Report monthly to DEFRA.</p> <p><u>1.2x FTE</u> p/a</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Authority, the Norfolk Coast Partnership and Natural England.</p> <p>BA lead officer: Catchment and Farming Officer</p>		<p>Funding for year three is £193,991</p>		
<p><u>Fibreboards</u></p> <p><u>Purpose:</u> <u>Unlock paludiculture (meaning "the profitable production of wetland crops") as a new opportunity for farmers in the Broads and Norfolk. By targeting peatland farmers and assessing where change is possible, testing novel propagation, wetland crop systems, and developing a business network around the most viable products, we will help farming systems adapt to climate change and sea level rise.</u></p> <p><u>Partners:</u> <u>BA (lead), Environment Agency, Natural England, Broads Internal Drainage Board, Norfolk Farming & Wildlife Advisory Group, New Energy Farms, Palladium, Norwich University of the Arts (NUA), Hudson Architects, Wetland Products Foundation, Norfolk County Council</u></p> <p><u>BA lead officer:</u> <u>Environment Policy Adviser</u></p>	<p><u>Project is funded by Defra as a priority within the Environment Plan, with strong links to Net Zero and Peatland Action Plan.</u></p> <p><u>Funding makes significant difference to BA's ability to work with farmers and land managers to unlock the multiple barriers with our partners around land and water management.</u></p>	<p><u>From June 2023 to March 2025</u></p>	<p><u>Overall value is £495,000</u></p>	<p><u>Comply with the conditions of the grant. Employ Project Officer. Coordinate the partnership, reporting and multiple contracts.</u></p> <p><u>1.2x FTE p/a</u></p>
<p>NATIONAL PARKS PARTNERSHIP</p>	<p>Brings in additional funding, corporate support and a raised profile to the Broads as a</p>	<p>Ongoing</p>	<p>BA contribution is £10,000 in 20223/<u>23</u>4</p>	<p>None</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Purpose: Limited Liability Partnership (LLP) set up to pursue engagement of the UK National Parks family with the corporate sector.</p> <p>Partners: UK National Park Authorities and BA</p> <p>BA lead officer: Chief Executive</p>	<p>member of the National Parks family.</p>			
<p>NATIONAL PARKS UK COMMUNICATIONS TEAM</p> <p>Purpose: National promotion and branding of UK National Parks and BA</p> <p>Partners: UK National Park Authorities, National Park Partnerships and BA</p> <p>BA lead officers: Chief Executive (Lead CEO for Communications) and Head of Communications</p>	<p>Raises the profile of National Parks with the public through a jointly funded Communications Team, based with hosted and employed by the Broads Authority.</p>	<p>Until 2023/2024</p>	<p>Funding from 15 UK National Parks and from National Parks Partnerships.</p> <p>BA contribution in 2023/2024 is £4,900,213. This replaces NPUK subscription;</p> <p>-BA hosts the team on behalf of all 15 National Parks employing 2 FTE – This agreement transfers to the Peak District NPA on 8 January 2024 as new hosts of the unit, also employs</p>	<p>Keep Chairs and Chief Executives informed of progress; host and line manage team; lead on strategic planning for team activity through Heads of Comms Steering Group. (to 8 January 2024)</p> <p>From 8 January 2024, the BA commitment of officer time will reduce to providing strategic input and</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
			two officers as benefit in kind.	collaborative team activity 300 hrs P/A dropping to 100 hrs PA from January 2024
<p>NORFOLK AND SUFFOLK BROADS CHARITABLE TRUST ('The Broads Trust')</p> <p>Purpose: Fundraising charity to stimulate and support sustainable and high qualities projects in the Broads with clear public and community benefits.</p> <p>Partners: Trustees</p> <p>BA lead officer: Director of Strategic Services</p> <p>BA members: Nigel Brennan, Paul Hayden & Martyn Hooton</p>	<p>The Trust manages the 'Love the Broads' visitor giving scheme and promotes sustainable improvements to benefit the Broads.</p>	<p>Ongoing</p>	<p>Fundraising charity; in kind support from BA officers</p>	<p>Provide officer support, particularly in respect of bidding for external funding. 40 hours p/a</p>
<p>RIVER WENSUM STRATEGY PARTNERSHIP</p> <p>Purpose: To promote the regeneration and management of the River Wensum in Norwich</p>	<p>Coordinated management of River Wensum. Opens up opportunities for funding and supports</p>	<p>Strategy adopted by BA in July 2018; action</p>	<p>Project delivery underway; further funding needed for future activity.</p>	<p>Support delivery of action plan. 20 hours p/a</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Partners: Norwich City Council, Norfolk County Council, Environment Agency, Norwich HEART, Norwich Society, BA</p> <p>BA lead officer: Director of Strategic Services. Delivery Board attended by Waterways & Recreation Officer.</p>	<p>partnership working on cross-party issues such as access/mooring improvements and dealing with anti-social behaviour and abandoned vessels.</p>	<p>plan to end 20222024.</p>	<p>Anticipated that significant part of any project cost will be raised from external funding applications or CIL.</p>	
<p>UK NATIONAL PARKS CHARITY FOUNDATION</p> <p>Purpose: To provide a vehicle for charitable giving by the corporate sector.</p> <p>Partners: UK National Park Authorities and BA, though not all have yet committed to membership.</p> <p>BA lead officer: Chief Executive</p>	<p>National charity established in response to experience of National Park Partnerships in engaging with the corporate sector, which showed that some companies would like to contribute to National Parks but can only do so to a registered charity.</p>	<p>Ongoing</p>	<p>No assets as yet</p>	<p>None.</p>
<p>WATER RESOURCES EAST</p> <p>Purpose: To safeguard a sustainable supply of water for the East of England, resilient to future challenges and enabling the area's communities, environment and economy to reach their full potential.</p> <p>Partners: Anglian Water, Essex & Suffolk Water, Cambridge Water Company, Severn Trent Water,</p>	<p>WRE's mission is "To work in partnership to safeguard a sustainable supply of water for the East of England, resilient to future challenges and enabling the area's communities,</p>	<p>BA joined WRE Board in Sept 2019; WRE in place to production of Regional Plan in Sept 2023.</p>	<p>BA contribution is £,15,000 for 2022/23</p>	<p>Take part in WRE board meetings and workshops. Xx hours p/a ??</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p>Affinity Water, County Councils, NFU, BA. Other organisations may join in.</p> <p>BA lead officer: Director of Strategic Services</p>	<p>environment and economy to reach their full potential.” It is a Company Limited by Guarantee pioneering a collaborative approach to water resources planning.</p>			

Recently ended partnerships

Details of partnership agreement	Benefits to the BA	Details of partnership closure
<p><u>BROADS PEAT</u> <u>Nature For Climate Peatland Grant Scheme - Discovery</u></p> <p><u>Purpose:</u> To build capacity and capability in the Broads helping landowners and managers overcome barriers to peatland restoration, provide vital baseline environmental information and develop a carbon finance</p> <p><u>Partners:</u> BA (lead), Palladium, Environment Agency, Natural England, Water Management Alliance, RSPB, Norfolk Farming & Wildlife Advisory Group, Norfolk Wildlife Trust, Suffolk Wildlife Trust, National Trust, 15 landowners.</p> <p><u>BA lead officer:</u> Director of Strategic Services</p>	<p><u>The activities made a difference to BA’s ability to work with farmers and land managers to unlock the multiple barriers around land and water management.</u></p> <p><u>The restoration plan for Buttle Marsh was developed as part of the Broads Peat Discovery project.</u></p> <p><u>The lessons learnt helped develop other projects and activities carried out either by the BA (FibreBroads) or other partners.</u></p>	<p><u>Project closed at the end of August 2023.</u></p> <p><u>The final claim was submitted in September 2023.</u></p>

Details of partnership agreement	Benefits to the BA	Details of partnership closure
<p><u>CANAPE</u></p> <p><u>Purpose:</u> Creating a new approach to peatland ecosystems (EU Interreg North Sea Region project).</p> <p><u>Partners:</u> BA (lead partner), VHL University of Applied Sciences (NL), Waterschap Hunze En Aas (NL), Naturstyrelsen (DK), Natuurpunt Beheer VZW (BE), Landkries Diepholz (DE)</p> <p><u>BA lead officer:</u> Director of Strategic Services</p>	<p><u>Enabled the delivery of Hickling restoration.</u></p> <p><u>The lessons learnt helped develop other projects and activities carried out either by the BA (Broads Peat) or other partners.</u></p>	<p><u>Project closed at the end of March 2023.</u></p> <p><u>The final claim was submitted in May 2023.</u></p>
<p><u>EXPERIENCE</u></p> <p><u>Purpose:</u> EU Interreg project to develop and promote ‘experiential tourism’ to extend the visitor season and attract new visitors.</p> <p><u>Partners:</u> Norfolk County Council (lead partner), 14 partners in France and UK (Norfolk, Kent, Cornwall, Pas-de-Calais, Compiègne, Brittany)</p> <p><u>BA lead officer:</u> Head of Communications</p>	<p><u>Development and marketing of tourism experiences which can be booked online</u></p> <p><u>Book experiences (visitthebroads.co.uk)</u></p> <p><u>Installation of new tourism signs.</u></p> <p><u>Display at Forum in Norwich</u></p> <p><u>Marketing campaigns including outdoor, paid social and print</u></p>	<p><u>Project closed at the end of June 2023.</u></p>
<p><u>WATER RESOURCES EAST</u></p> <p><u>Purpose:</u> To safeguard a sustainable supply of water for the East of England, resilient to future challenges and enabling the area’s communities, environment and economy to reach their full potential.</p> <p><u>Partners:</u> Anglian Water, Essex & Suffolk Water, Cambridge Water Company, Severn Trent Water, Affinity Water, County Councils, NFU, BA.</p> <p><u>BA lead officer:</u> Director of Strategic Services</p>	<p><u>Engagement at senior level with key partners in relation to water management, in particular Anglian Water and Essex & Suffolk Water.</u></p>	<p><u>Director of Strategic Services resigned from WRE Board following the Broads Authority decision to step down as a Principal Funding Member from the end of March 2023.</u></p>

Details of partnership agreement	Benefits to the BA	Details of partnership closure

Register updated: ~~0208/1211/2223~~

Next update due: ~~March 2023~~2024

Presented to ~~ARC on 21/11/23 and~~ BA 24/11/23

Contact officer: Senior Governance Officer

Broads Authority

24 November 2023

Agenda item number 14

Member report on outside bodies- Broadland Futures Initiative (BFI)

Report by Matt Shardlow, BA appointee to the BFI

Purpose

Members appointed by the Authority to outside bodies are invited to submit a written report from time to time on the work and activities of the organisations and working groups they sit on.

Recommended decision

To note the report.

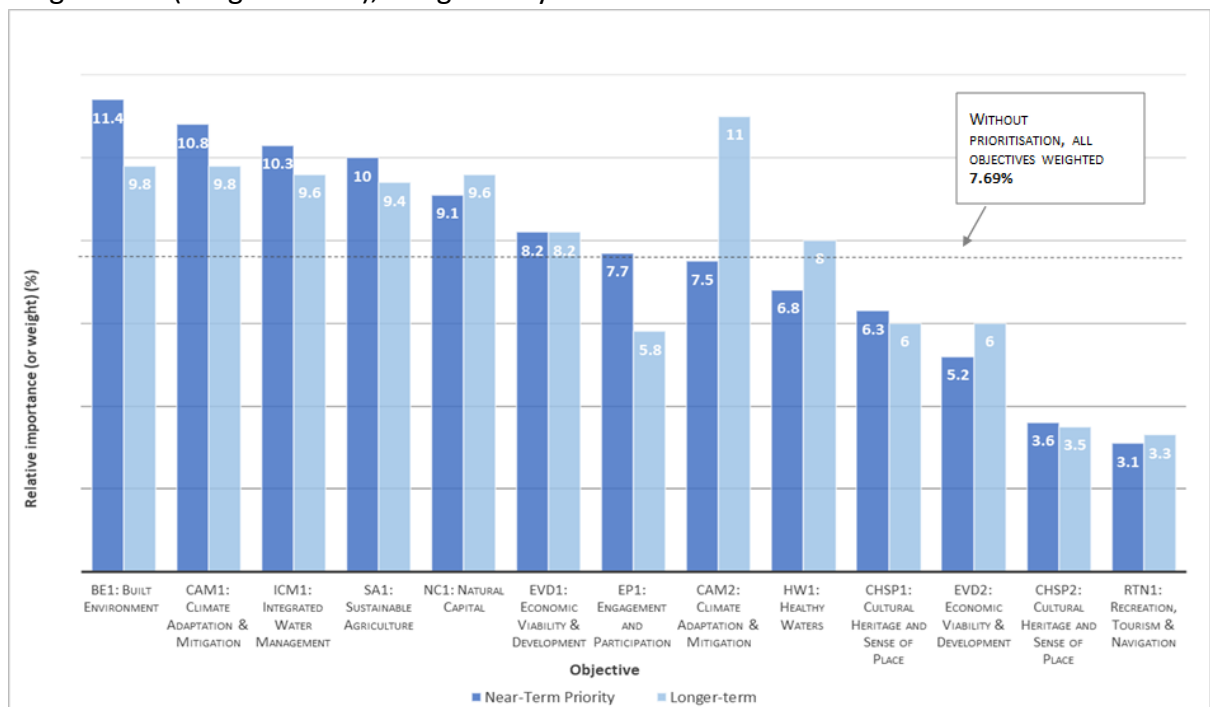
1. Introduction

- 1.1. The main goal of the Broadland Futures initiative (BFI) is to agree a framework for future flood risk management that better considers our changing climate and rising sea level over approximately the next 100 years.
- 1.2. The BFI is a partnership that includes the key statutory bodies: the Environment Agency has lead responsibility and is working with Natural England, county and district councils, Internal Drainage Boards, Broads Authority, National Farmers Union, and voluntary bodies. The Broads Authority also has a key facilitatory role, providing staff support to the Initiative Project Team and governance.
- 1.3. The BFI Elected Members Forum comprises one appointed representative from each local authority, councillors or an Authority member in our case, within the BFI area, to provide a strategic steer, receive advice and recommendations, review progress and reach agreements based on financial, environmental, and technical evidence. The authorities represented are:
 - Broadland District Council
 - Broads Authority
 - East Suffolk Council
 - Great Yarmouth Borough Council

- Norfolk County Council
- North Norfolk District Council
- Norwich City Council
- South Norfolk County
- Suffolk County Council

2. Update

- 2.1. I have attended two meetings of the Elected Members Forum since taking over as the BA representative in the summer. There has been a genuine sense of purpose and willingness to face up to the scale of the challenge that faces the region, and there has been high quality listening and hearing debate from differing perspectives but with a united certainty in the seriousness of the threat of the rising sea levels to lives, livelihoods and biodiversity in the Broads and surrounding landscapes.
- 2.2. At the most recent meeting on 9 October the Elected Members Forum refined and agreed a prioritised list of outcomes that had been previously ranked by the members using an online preference-based voting system. When the project comes to consider different management options for the area, the ability of an option to deliver against each of the outcomes will be used to help assess options for management the flooding in the BFI area.
- 2.3. Below is the ranked list of BFI objectives, for near-term priority (in darker blue), and longer-term (in lighter blue), as agreed by the Elected Members Forum.



Objective descriptors:

BE1	The built environment is more resilient, flooding is less disruptive, and recovery is faster	EP1	Communities and stakeholders are informed and collaborate to improve resilience
CAM1	Actions are adaptable to future changes in climate	HW1	Surface water quality is improved, and salinity increases in freshwater environments are minimised
CAM2	Actions are carbon-neutral within the 100-year plan period	ICM1	Food risk and water resources are managed in an integrated way, from upstream rivers to the coast
CHSP1	Through enhancing the area’s special qualities and landscape, people’s wellbeing and sense of place is improved	NC1	All opportunities are taken to conserve and enhance the natural environment
CHSP2	The historic environment, heritage assets and their settings are conserved	RTN1	Access to recreational and tourism activities is supported, and impacts to navigation are minimised
EVD1	Pathways of actions are cost-beneficial	SA1	Flood management and sustainable agriculture are aligned to improve climate resilience
EVD2	Flood management contributes to sustainable growth in the local rural and urban economies		

2.4. A recent scientific report by the British Antarctic Survey (Naughten, Holland & De Rydt, 2023) has forecast that mitigation of greenhouse gases now has limited power to prevent the ocean warming that will likely result in the collapse of the West Antarctic Ice Sheet. Passing this tipping point commits us to an eventual sea level rise of at least 5 metres. Even in the scope of the 100-year horizon for this project, we have to plan for a sea level rise between 40 and 90 centimetres. The challenges to the sustainability of communities and biodiversity are very significant.

2.5. Over the next year, the BFI will complete the development of the hydrological models that will enable us to understand how the risk of flooding across the strategy area will change with climate change and sea level rise. Also, following the recent public consultation on the range of actions that might be taken to manage the risk of flooding (the consultation was this summer 2023), several combinations of potential actions will be developed. The range of potential action combinations will subsequently be assessed against different climate change scenarios to determine what flood risk

management actions will best achieve our objectives, both in the near future and longer-term.

Author: Matt Shardlow, Secretary of State appointee to the Broads Authority

Date of report: 07 November 2023

Background papers: none