

Broads Authority

Agenda 26 July 2019

10.00am

Yare House, Thorpe Road, Norwich, NR1 1RY

Committee papers and accessibility

You may notice that our committee papers look a bit different. We have redesigned them to comply with new accessibility regulations for public sector websites that came into effect in September 2018. 'Accessibility' means making sure documents we produce for the web can be accessed by people with disabilities, including those with low vision and those who use a screen reader. The new style will be introduced for all our committees, starting with the Authority's annual meeting on 26 July.

Our thanks go to the Norfolk and Norwich Association for the Blind for testing our new templates and helping with staff training.

If you have any questions or comments, please email us at committees@broads-authority.gov.uk or telephone 01603 610734.

Introduction

1. To receive apologies for absence
2. **Appointment of Chair**
Nominations for Chair have been received for:
Bill Dickson proposed by Bruce Keith, seconded by Melanie Vigo di Gallidoro
Lana Hemsall proposed by Kelvin Allen, seconded by Vic Thomson
3. **Appointment of Vice Chair**
Nomination for Vice-Chair has been received for:
Matthew Bradbury proposed by Bruce Keith, seconded by Nicky Talbot
4. Chairman's announcements
5. Introduction of members and declarations of interest
6. To note whether any items have been proposed as matters of urgent business
7. Public question time – to note whether any questions have been raised by members of the public

8. **To receive and confirm the minutes of the Broads Authority meeting held on 17 May 2019** (Pages 4-18)
9. **Summary of actions and outstanding issues following decisions at previous meetings –** to note the schedule (Pages 19-26)

Strategy and policy

10. **Strategic Direction** (Pages 27-30)
Report by Head of Governance
11. **Review of Annual Governance Statement and Code of Corporate Governance** (Pages 31-63)
Report by Head of Governance
12. **Financial performance and direction – draft Statement of Accounts 2018/19** (Pages 64-70)
Report by Chief Financial Officer
13. **Broads Integrated Access Strategy and 3-year action plans - for adoption** (Pages 71-83)
Report by Director of Operations
14. **Broads Biodiversity and Water Strategy and Action Plan 2019-2024: Final draft for adoption** (Pages 84-124)
Report and presentation by Senior Ecologist
15. **Permissive path at Reedham** (Pages 125-128)
Report by Director of Operations
16. **External funding** (Pages 129-132)
Report by Chief Executive

Governance

17. **Member appointments to committees and other bodies** (Pages 133-137)
Report by Chief Executive
18. **Safety Management System update** (Pages 138-139)
Report by Head of Safety Management

Reports for information

19. **Broads Local Access Forum annual report** (Pages 140-141)
Report by Director of Operations
20. The Port Marine Safety Code: To consider any items of business raised by the designated person in respect of the Port Marine Safety Code

Minutes to be received

21. **To receive the minutes of the following meetings:**

[Navigation Committee – 11 April 2019](#)

[Planning Committee - 26 April 2019](#)

[Planning Committee - 31 May 2019](#)

[Planning Committee - 28 June 2019](#)

[Broads Local Access Forum – 13 March 2019](#)

22. **Feedback from members appointed to represent the Authority on outside bodies**

Outside bodies

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

Local Authorities

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

23. To consider any other items of business which the chairman decides should be considered as a matter of urgency pursuant to section 1008 (4)(b) of the Local Government Act 1972

24. To answer any formal questions of which due notice has been given

25. **To note the date of the next meeting/workshop – Friday 27 September 2019 at 10.00am at Yare House, 62/64 Thorpe Road, Norwich**

The following meeting will be on 22 November 2019 at 10.00am at Yare House, 62-64 Thorpe Road, Norwich

26. **Exclusion of the public**

The Authority is asked to consider exclusion of the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.

27. **To receive the exempt minutes from the Navigation Committee meeting on 11 April 2019 (Pages 142-143)**

28. **Launch replacement programme**

Head of Ranger Services to report

29. **Moorings provision - priorities (Pages 144-158)**

Report by Director of Operations

Broads Authority

Minutes of the meeting held on 17 May 2019

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Present

Haydn Thirtle - In the Chair, Louis Baugh, Matthew Bradbury, Jacquie Burgess, Bill Dickson, Lana Hempsall, Bruce Keith, Greg Munford, Nicky Talbot, Simon Roberts, Simon Sparrow, Vic Thomson, Melanie Vigo Di Gallidoro.

In attendance

John Packman – Chief Executive, Natalie Beal – Planning Policy Officer (Up to and for Minute 9), Sandra Beckett – Administrative Officer (Governance), Steven Bell – Monitoring Officer, Steven Birtles – Head of Safety Management (Minute 16), Lucy Burchnall – Head of Ranger Services (Minute 17 – Minute 25), Adrian Clarke – Senior Waterways and Recreation Officer (Minute 10), Emma Krelle- Chief Financial Officer, Robert Leigh – Head of Communications, Rob Rogers – Director of Operations, Marie-Pierre Tighe – Director of Strategic Services.

1. Apologies and welcome

The Chairman welcomed everyone to the meeting. In particular he welcomed Harry Blathwayt, officially appointed by North Norfolk District Council, and Fran Whymark, prospective member appointed by Norfolk County Council following the Broads Authority Annual Meeting in July 2019.

Apologies received from Kelvin Allen.

Changes in membership

Following the recent elections, Ron Hanton and Paul Rice had not been re-elected to their respective appointing authorities and Mike Barnard had retired. On behalf of the Authority, the Chairman expressed his sincere thanks for their contributions to the Authority's work.

2. Chairman's announcements

Openness of Local Government Bodies Regulations 2014

The Chairman reminded Members that the meeting would be recorded as a back-up for accuracy. The Broads Authority retained the copyright. If a member or a member of the public wished to receive a copy of the recording, they should contact the Solicitor and Monitoring Officer. No one else indicated that they would be recording or filming the meeting.

Chairman and Vice-Chairman activities

The Chairman provided members with an update on the appointments he had been involved in over the last two months:

Photographic exhibition and reception at the Broads Forum – to celebrate the 30-year anniversary of the implementation of the Norfolk and Suffolk Broads Act 1988 and 70-year anniversary of the National Park legislation. The event included the publication of the second Still Waters booklet, made available for members, a copy of which was circulated.

Norfolk Construction Excellence Club Awards – It was really pleasing to be able to attend the award ceremony where the Water, Mills and Marshes team, together with City College

Norwich tutors and the students, were not only awarded first prize in the Preservation and Rejuvenation category but also First Prize overall, alongside other notable construction companies - a tremendous achievement.

The Broads Engage event on 25 April 2019 at Hoveton Village Hall on biodiversity had been well attended and successful.

The Chairman had met with the Leaders of Norfolk County Council and other local authorities and attended 9 parish council meetings on issues relating to the Broads.

Dates to note

4 July 2019 – Members' Annual Site Visit – Potential venue is the North Norfolk Coast in association with Norfolk County Council looking at the North Norfolk AONB and issues relating to climate change/sea level rise and managed retreat.

12 July 2019 at 10.00am – Finance and Statement of Accounts Briefing for all members.

General proceedings

The Chairman commented he would take it that Members had read the papers and therefore the emphasis would be for members to ask questions and debate the issues.

3. Appointment of two co-opted members to the Broads Authority

The Authority received a report concerning the appointment of the two co-opted Members from the Navigation Committee to the Authority in accordance with the procedures and following the Navigation Committee meeting's recommendation on 11 April 2019.

The Navigation Committee agreed to appoint Mrs Nicky Talbot as Chairman and Mr Simon Sparrow as Vice-Chairman of the Navigation Committee and had recommended that they both be appointed to the Authority for the forthcoming year.

Resolved unanimously that Nicky Talbot and Simon Sparrow be appointed to the Authority until the Broads Authority meeting on 22 May 2020.

4. 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.

5. Items of urgent business

There were no items of urgent business.

6. Public question time

No public questions had been received.

7. Minutes of Broads Authority meeting held on 22 March 2019

The minutes of the meeting held on 22 March 2019 were approved as a correct record and signed by the Chairman.

8. Summary of actions and outstanding issues following decisions at previous meetings

The Authority received and noted a schedule of progress/actions taken following decisions of previous meetings.

In particular attention was drawn to the following:

UK National Parks Charity Foundation - The Charity had now been registered and a bank account is being set up. Following consultation with the Chair and Vice-Chair, Sir Peter Dixon has been nominated by the Broads Authority as one of the five Trustees of the new Charity. The National Parks Partnership had also supported the nomination.

Acle Bridge - Members applauded and welcomed the opening of the catering operation on the site for the 2019 season (April to September) and hoped that this would be given as much support as possible.

9. Local Plan for the Broads – adoption

The Authority received a report from the Planning Policy Officer on the progress of the Broads Local Plan. It was noted that the Examination was complete and the Inspector's report received. This concluded that with modifications, the Local Plan was sound. Members were provided with the main changes to the Local Plan, which had recently been the subject of consultation. Any subsequent changes to the Local Plan as a result of the Inspector's report had been assessed using the Sustainability Appraisal and Habitats Regulation Assessment process, both of which had been revised to assess the modifications to the Local Plan. It was noted that once adopted, the policies in the Core Strategy, Development Management DPD and Sites Specifics Local Plan as well as the saved policy from the 1997 Local Plan would be superseded and no longer valid in the determination of planning applications. This document would then be used to assess all planning applications within the area. It would be reviewed in 18 months' time.

The Planning Policy Officer commented that following the date of adoption there was a regulatory six-week judicial review period, but the Local Plan would be in place and used to assess all planning applications within the area.

The Navigation Committee had received the draft report on 11 April 2019 and the Planning Committee had also received the Inspector's report, which it endorsed and it had recommended the adoption of the Local Plan.

In response to a member's question, the Planning Policy Officer confirmed that the policy relating to the provision of residential moorings within Norwich City had been discussed in detail at the Examination stage and was considered to be a positive inclusion.

Members commended and congratulated the Planning Officer's work in completing the Local Plan which was clear and very well put together.

Bruce Keith proposed, Melanie Vigo di Gallidoro seconded and it was **resolved** unanimously that the Inspector's report is endorsed and the Broads Local Plan is adopted.

10. Broads Integrated Access Strategy and action plan

The Authority received a report on the Draft Integrated Access Strategy and Action Plan and the progress on its review particularly following the adoption of the Broads Plan 2017. The Senior Waterways and Recreation Officer (SWRO) explained that it was aimed at providing a broad framework for development of the recreational access network in the Broads in a holistic manner taking account of both land and water access, including footpaths and moorings. The key action was for the 'development and implementation of schemes to upgrade and improve the network of access points and routes (where adverse effects can be prevented) that are linked to visitor facilities and include easier access for people with mobility and sensory needs.' It was emphasised that the Broads Local Access Forum (BLAF) and the Broads Engage workshop in November 2018 had been major contributors to the process as well as regular meetings with the NSBA and BHBF. The new strategy provided the opportunity and need for partnership working, especially with Norfolk and Suffolk County Councils for the delivery of the action plan, linking into the Norfolk Access Improvement Plan and the Suffolk Rights of Way Improvement Plan. The strategy had seven key objectives and would be delivered through an outline three-year action plan with detailed annual monitoring in line with the Broads Plan review.

The SWRO paid special tribute to George Saunders, who sadly died earlier in the month, in recognition of his valuable contribution to BLAF over a number of years in providing significant worthwhile advice on access for the disabled. Although not a member of BLAF, Martin Symons had offered to provide advice to the Authority on access for those with disabilities. The SWRO also assured members that the suggestions made by a member of the Authority relating to appropriate circular walks, especially taking account of disability, had been tabulated and mapped. It was also noted that parking required careful management.

Members' comments were invited in advance of consultation with the Navigation Committee.

A member reported that he had received a number of comments concerning the positioning of ladders at access points for canoeists to disembark and this needed to be considered.

With regard to funding, the SWRO acknowledged that this was a significant consideration. The key to obtaining the necessary funds would be working closely with Norfolk County Council in coordinating, prioritising and packaging groups of proposals and identifying the appropriate

sources for and to which applications could be made. The Authority also had a Project Development Fund from which specific projects might be funded.

A Member referred to the Government's policies and potential proposals for agri-environment payments involving "payment for public benefits" where public access would be a key public benefit. Therefore, working with local landowners would provide a valuable collaboration in delivering integrated access.

Members were particularly pleased that the consultation with stakeholders and the contributions from the Broads Engage workshop were evident. They also acknowledged that balance with conservation interests had been well captured.

A member, who was a member of BLAF and had been a member prior to being involved with the Broads Authority, commented that sadly the SWRO, Adrian Clarke, would be leaving the Authority at the end of the month and this would be his last meeting. He considered that Adrian had transformed the group's work. One of his most positive contributions had been the greater collaboration with other stakeholders, including Norfolk County Council, resulting in much improved access throughout the Broads, for which the Authority owed a great deal. The Chairman echoed this appreciation and on behalf of all members thanked Adrian for his valued contribution.

Adrian Clarke thanked members and commented that he had thoroughly enjoyed his entire career with the Authority.

The Chairman put the report recommendation to the vote and it was **resolved** unanimously that the Draft Broads Integrated Access Strategy and Action Plan be noted and endorsed for further consultation including the Navigation Committee.

11. Strategic direction and Annual Business Plan

The Authority received a report which set out the progress in implementing the Broads Plan 2017 - 2022 and the Strategic Priorities for 2018/19 as well as the Strategic Priorities for 2019/20. It also provided the Authority's Annual Business Plan, which gave an overview of the work priorities for the coming year and was the link between the Broads Plan and Directorate work plans.

The Chief Executive drew attention to the two major projects being undertaken - the Water, Mills and Marshes Landscape Partnership Scheme and CANAPE, both of which were on track. In addition, he highlighted the priority for the Broadland Futures Initiative (BFI) (integrated flood risk management) which, in light of the issues relating to climate change, was an area the Authority needed to give greater weight and leadership through having further detailed discussions with partners to progress. The electronic survey and explanatory leaflet would be sent out soon on behalf of the BFI partnership.

Members fully supported the approach.

Resolved unanimously:

- i. That the Strategic Priorities update for 2018/19 is noted, together with the Strategic Priorities for 2019/20.
- ii. that the Annual Business Plan is noted.

12. Financial performance and direction

The Authority received a report providing a strategic overview of current key financial issues and items for decision details of the actual income and expenditure for the full year 2018/19. This would form the basis for the Statement of Accounts for this last year. The report also included carry forward requests.

It was noted that the actual consolidated Income and Expenditure to the end of March 2019 was a surplus of £84,760 and showed a favourable variance. There were no changes to the budget. The forecast outturn at the end of March 2019 was an expected surplus of £70,611. The adjustments related to salary savings from vacant positions and staff leaving and additional income from tolls, planning fees and interest. Where there had been some increase in expenditure this had been offset against other savings.

Members noted the carry forward requests which related to projects already underway but had been delayed by external events, or where ring-fenced income provided by third parties and was earmarked for specific purposes. Taking account of the 2018/19 budget and the carry forward requests, £15,094 was only £945 away from the forecast if that expenditure had gone ahead.

The Chief Financial Officer drew attention to the very tight timetable for the Audit of the Accounts for 2018/19. The completed accounts were to be signed off by the 31 May 2019. Unfortunately, the External Auditors (Ernst and Young) were not due to commence the onsite audit until 15 July 2019. Therefore, the actual final audit would not be available prior to the deadline for issuing the report to the Audit and Risk Committee on 23 July 2019. However, auditors would be able to provide a verbal report in order for the Broads Authority to consider and formally adopt the audited accounts at its meeting on 26 July 2019.

Members expressed disappointment at the timing for the onsite audit. They were assured that the matter had been raised by the Audit and Risk Committee, the Chairman of which commented that they would continue to reinforce the difficulties this caused and the need for better service. Members were reminded that the Authority had taken the decision to join the national collective scheme for external audit, led by the Public Sector Audit Appointment (PSAA), as to stand alone and run its own procurement exercise would be more expensive and unlikely to benefit from economies of scale and achieve a competitive price.

Members congratulated officers and particularly the Chief Financial Officer for achieving the targets set within budget.

Jacquie Burgess proposed, seconded by Gail Harris and it was **resolved** unanimously:

- i. that the Income and Expenditure Figures for the draft year end position (1 April 2018 to 31 March 2019) and timetable are noted.
- ii. that the carry forward requests detailed in paragraph 8.2 of the report be approved and added to the 2019/20 budget as additional expenditure.

13. Standing orders relating to contracts/standing lists of contractors

The Authority received a report providing the annual summary of instances where the standing orders had been waived by the Chief Executive during 2018/19 and the three-year review of the Standing Lists for Piling contractors and Fen Contractors.

It was emphasised that the waivers were only approved in exceptional circumstances, usually when there was an extreme urgency or only one supplier. With innovative externally funded projects, waivers would sometimes be required to test new solutions. There had only been 9 occasions when the standing orders had been waived and 3 of these related to the purchase of second-hand equipment. Others were due to there being only one supplier, for specialist equipment and or urgency. The 2019/20 Internal Audit would be looking at the waiver process and procurement.

Members noted the process for reviewing the Standing List of contractors for fen management and piling, and the criteria used. The next review would be in 2022.

Melanie Vigo di Gallidoro proposed, seconded by Lana Hemsall and it was **resolved** unanimously:

- i. That the annual report of instances where Standing Orders have been waived is noted.
- ii. That the standing list for the piling contractors (12 as stated in Para 5.6 of the report) and fen contractors (15 as stated in para 6.5 of the report) be approved

14. Appointment of Monitoring Officer and consequential amendments to the Scheme of Delegation to Officers

The Authority received a report setting out the decision taken by the Chief Executive following consultation with the Chairman of the Authority and the Chairman of the Audit and Risk Committee for the appointment of a Monitoring Officer. Following that decision, and the resolution by the Authority at its last meeting regarding legal advice (Minute 5/19), consequential amendments to the Scheme of Delegation to Officers were proposed. The amendments were proposed to cater for the position during the coming year.

It was also suggested that Birketts be requested to review all the Authority's constitutional documents to ensure they were up to date with current legislation and met best practice standards as well as being consistent. It was anticipated that some of the necessary documents might be amalgamated and made simpler.

The Chief Executive explained the financing process for legal advice. NPLaw would continue to deal with prosecutions relating to navigation matters. Birketts would be providing advice to the Authority on a case by case basis with a price being agreed beforehand with the Chief Executive and Directors. This would be constantly reviewed by the Management Team. It was considered important for matters to be dealt with speedily, efficiently and to a high standard.

Gail Harris proposed, seconded by Bill Dickson and it was **resolved** unanimously

(i) that the appointment of Mr Steven Bell as the Authority's Monitoring Officer be endorsed.

Lana Hempsall proposed, seconded by Mathew Bradbury and it was **resolved** unanimously

(ii) that the amendments to the Scheme of Delegations set out in Appendix 1 of the report be adopted.

15. Summary of formal complaints (annual report of complaints by members of the public)

The Authority received a report summarising the formal complaints made by members of the public and service users dealt with by the Authority during the two-year period from 1 April 2017 to 31 March 2019, together with a summary of the Authority's responses to those complaints. The number of formal complaints received and dealt with had remained fairly constant, with an average of 10 per year.

The Director of Strategic Services reported that the one outstanding Ombudsman's decision on the only case for the last year, had now been received. The Authority had been requested to apologise to the complainant, which it would be doing.

Resolved that the report be noted

16. Health and safety

The Authority received a report setting out the annual health and safety report and the annual review of marine incidents. It was noted that the Authority continued to demonstrate a good safety record and incident and accident rates were consistent with previous years. It was also noted that this was particularly the case when considering the annual marine incident statistics in relation to the large number of visitors to the Broads. The Broads continued to be a safe place for boating and boating related activities.

Members expressed considerable disappointment in the recent article in the Eastern Daily Press (EDP) which gave a gross misrepresentation of the facts. It was clarified that although the total incidents for 2018/19 showed an increase this was explained by more accurate reporting, especially relating to the public at Broads Authority sites and damage to property incidents which did not feature in previous years. One of the most frequent incidents related to embarking and disembarking from boats and the Authority would continue to make people aware of the dangers, especially relating to cold water shock, and highlight the safety measures to be taken including the wearing of life jackets.

It was suggested that at the beginning of future annual reports, the number of incidents be set in the overall context of the number of visitors to the Broads.

(A member undertook to take up the matter of the standard of reporting with the Editor of the EDP).

Nicky Talbot proposed, seconded by Melanie Vigo di Gallidoro and it was **resolved** unanimously:

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

17. The Port Marine Safety Code: To consider any items of business raised by the Designated Person in respect of the Port Marine Safety Code

There were no matters to report under this item.

18. Minutes received

The Chairman indicated that he would assume that members had read these minutes and were invited to ask any questions.

Navigation Committee – 17 January 2019

Resolved that the minutes from the Navigation Committee meeting held on 17 January 2019 be received.

Abandoned/Sunken vessels - A member commented that he had received complaints about a couple of boats that appeared to be abandoned. Members were assured that the Authority logged and investigated all such matters reported to it and/or were seen by the rangers. There was a regular report on the number of sunken and abandoned vessels to the Navigation Committee. It was important to contact the owner in the first instance and this could take some time. Provided the vessel was not causing a navigation hazard, taking direct action to remove a vessel was the very last resort once all other avenues had been explored. The aim was to deal with the matter by negotiation. If necessary, the Authority would attempt to

subsequently reclaim the costs from the owner, if it had to remove any vessel itself, which was a very expensive operation.

Planning Committee - 8 March 2019

Resolved that the minutes of the Planning Committee meetings held on 8 March 2019 be received.

19. Feedback from Members appointed to represent the Authority on outside bodies 2019/2020

Outside bodies

National Parks UK and England – The Chairman commented that he had attended a meeting of the Chairs of the National Parks on 30 April 2019 at which the importance of education and recreation and having the opportunity to visit green spaces was emphasised.

How Hill Trust – Jacquie Burgess reported that following a successful fundraising appeal two years ago, the Trust had purchased a new boat built by students from the International Boat Building College. This was to enable the Trust to give the students visiting the centre an experience of the Broads from the water. The boat was due to be launched from the Swallowtail Boatyard on Horsefen Road, Ludham on Tuesday 21 May 2019 at 10am and a meeting of the Trust was due to take place in the afternoon.

Norfolk and Suffolk Broads Charitable Trust – Bruce Keith reported that the Trust was now focusing on the development of hubs for priority areas of funding and on collaborating with the Authority and other partners. The next meeting was on Monday 20 May 2019 when the Trust would be considering grant applications.

Whitlingham Charitable Trust – Matthew Bradbury reported that the pedal path event at Whitlingham Country Park the previous weekend was successful and it was hoped that the partnership with the Pedal Revolution Charity could be extended. There was also a new parking provider. The provision of incorporating toilet facilities within the complex was being reviewed.

20. Items of urgent business

There were no items of urgent business for consideration.

21. Formal questions

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

22. Date of next meeting

The next meeting of the Authority would be held on Friday 26 July 2019 at 10.00 am at Yare House, 62 – 64 Thorpe Road, Norwich. (This would be the annual meeting to include the appointment of the Chair and Vice-Chair of the Authority and appointments to committees.)

23. Exclusion of the public

The Authority RESOLVED to exclude the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the following items on the grounds that they involved the likely disclosure of exempt information as defined by Paragraph 1, 2, 3, 5 and 7 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.

The public left the meeting and the recording was suspended.

24. Launch replacement programme

The Authority received a report containing exempt information on the progress made in developing the Launch Replacement Programme. Following consultation with the Navigation Committee, authority was sought to replace a particular launch subject to a satisfactory sale price being agreed to a certain level.

Lana Hempsall proposed, seconded by Jacquie Burgess and it was **resolved** unanimously that the Spirit of Breydon launch is offered for sale, subject to the agreed price being at least a certain percentage (as stated in the report) of the market value excluding any brokerage fee up to a stated percentage.

25. Cybercrime

The Authority received a report containing exempt information about a cybercrime incident against the Authority resulting in payment being made to a fraudulent party and subsequent financial loss to the Authority.

Members expressed considerable concerns and disappointment about the incident but considered that the matter had been handled appropriately and the correct processes and procedures were in place. They felt reassured that the necessary support and training for staff was being undertaken.

Resolved:

- i. That the cybercrime incident, the results of the internal investigation, the actions taken to protect the Authority against this happening in the future are noted
- ii. The costs incurred to be funded from the National Park Reserves

The meeting ended at 12.20pm

Signed by

Chairman

Appendix 1

Declaration of interests Broads Authority, 17 May 2019

Member	Agenda/minute	Nature of interest
Greg Munford		As previously declared
Matthew Bradbury		As previously declared
Bruce Keith		As previously declared
Nicky Talbot		As previously notified
Louis Baugh		As previously notified
Simon Roberts		As previously notified
Bill Dickson		MMO (Marine Management Organisation) Board Member

Broads Authority

26 July 2019

Agenda item number 8

Summary of actions and outstanding issues following decisions at previous meetings

Report by Administrative Officer

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Transfer of Mutford Lock	26/01/2018	Solicitor and Monitoring Officer	The two Harbour Revision Orders are submitted and the tripartite agreement noted in the report be completed in all respects, to give effect to completing the transfer of the Lock in the Navigation Area and the ownership to the Broads Authority.	The two Harbour Revision Orders were published for a 42 day public consultation on 3 August 2018. No objections have been raised under either order. The MMO is progressing the HROs. It is anticipated that these will be determined by the end of July.	31/07/2019
Pilot agri-environment scheme for the	16/03/2018	Neil Punchard	Contents of submission to Defra for pilot agri-environment scheme for the Broads, which builds on	The Broads has been registered for a test/trial of evolving elements of the new agri-	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Broads			the partnership work with the National Farmers Union and local land managers and prepared with assistance of local conservation NGOs welcomed and noted.	environment scheme. Further details awaited from Defra. In the meantime close working continues between farmers, NFU, Natural England and environmental NGOs to collaborate on what we would wish to see in the Broads. Defra has allocated a Project Officer. Detailed planning of work packages are being finalised for submission and sign off by Defra.	
Acle Bridge	28/09/2018	John Packman	Chief Executive delegated to –to continue discussions with the neighbouring landowner over the possibility of purchasing additional land at the Acle Bridge site;to continue discussions with Great Yarmouth Borough Council for the acquisition of the toilet block;to proceed with the essential repairs to the moorings at the Acle Bridge site subject to the views of the	Options appraisal for development programmed for the Autumn The sale of the toilet block from Great Yarmouth has now been completed. Moorings have been refurbished this winter and electric charging points will be installed later in the year. Dunes River Café and Provisions	On going

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			Navigation Committee;to investigate whether the development of a Visitor and Education Centre could form an important element in a wider more ambitious project to improve the infrastructure for Broads tourism and raise awareness of the special qualities of the area in future; andin the context of reviewing the Sustainable Tourism Strategy, to consider with members options for a wider project to enhance tourism in the Broads.	have been appointed to run the shop on the site and has been open for business from 16 April 2019.	
National Parks Review: Response	28/09/2018	John Packman	Chair's Group with Chief ExecutiveThat the Chairs' Group together with the Chief Executive consider and provide a robust response for submission to the Review Team based on the eight areas required of the team and guidance from Members as	Exchange of letters between Julian Glover and Michael Gove setting out the interim findings circulated by Defra on 16 th July. Publication of the Review Team's report still expected in September 2019.	30/09/2019

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			<p>indicated. The deadline response submission 18 December 2018 .</p> <p>Chairs' Group to meet meeting again on 5 December 2018 to finalise the response and consider the points raised.</p> <p>Members were encouraged to submit any comments they wished to make individually to that group.</p>		
Collaboration with Norfolk County Council	01/02/2019	John Packman	<p>That the Authority supports Norfolk County Council's aspiration for a single management structure for the Norfolk Coast Area of Outstanding Natural Beauty and the Wash, and North Norfolk Coast Natura 2000.</p> <p>that the areas of co-operation with Norfolk County Council and the progress that is being made is noted. that officers explore the possibility of more formal yet flexible platforms for future</p>	<p>Collaborative Work with Norfolk County Council on going.</p> <p>Site visit to Norfolk Coast in association with Norfolk Coast Partnership on 4 July 2019.</p> <p>Project approved. It involves 14 partners in 6 regions with total value of €23.3 million.</p> <p>This includes 2 Broads Authority projects:</p> <ul style="list-style-type: none"> Continuation of innovative National Park Experience 	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			collaboration with Norfolk County Council focussing on procurement, bidding for external funding and staffing arrangements. (eg:A Memorandum of Understanding)Project proposal to be submitted to Norfolk County Council to be a partner in the EU Interreg programme Experience. This 3 year project involves taking forward the recent Discover England project to French and US markets and extending National Park branding. The draft budget is c £270,000 for over 3 years with a match funding contribution from the Authority of £75,013.	<p>promotion and</p> <ul style="list-style-type: none"> Phase 2 of the road signage project. <p>Total budget cost for BA's project is £254,079 of which £166,966 will be funded by ERDF and the balance by the Authority.</p>	
UK National Parks Charity Foundation	01/02/2019	John Packman	To authorise the Chief Executive, in consultation with the Authority's Chair, to submit formal application to apply for membership and take all such incidental and consequential steps	<p>Formal application submitted.</p> <p>Audit and Risk Committee considered risks involved at meeting on 5 March 2019</p> <p>UK National Parks Charity</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			as are reasonably necessary to implement this decision, including entering into any agreements and signing any legal documentation to give effect to this decision. To delegate to the Chief Executive, in consultation with the Authority's Chair, the taking of any decisions on behalf of the Authority in the running of UK National Parks Charity Foundation, including nomination or seconding of Trustees and bringing back regular reports to the Authority as necessary.	Foundation registered with the Charity Commission. After consultation with the Chair and Vice-Chair of the Authority, Sir Peter Dixon has been nominated by the Broads Authority as one of the five Trustees of the new Charity. The nomination has been supported by the National Parks Partnership.	
Hosting National Parks' Communications Unit	22/03/2019	Rob Leigh	Authority hosting the UK National Parks' Communications Service on the basis set out in the report and Appendix 1 of the report approved.	Service Level Agreement setting out the financial commitment by the 14 National Park Authorities and National Park Partnerships finalised. UK Marketing and Communications Manager	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				appointed. Recruitment of Digital Communications Officer underway.	
Cybercrime	17/05/2019	Management Team	That the cybercrime incident, the results of the internal investigation, the actions taken to protect the Authority against this happening in the future are noted. The costs incurred to be funded from the National Park Reserves.	Training ongoing.	
Broads Local Plan	17/05/2019		The Inspector's Report is endorsed and the Broads Local Plan is adopted.	Regulatory six week judicial review period has passed and no challenges received. The Local Plan is confirmed and used to assess all planning applications within the Broads area. The policies in the Core Strategy, Development Management DPD and Sites Specifics Local Plan from 1997 are superseded and no longer valid in	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				determination of planning applications.	

Author: Sandra Beckett

Date of report: 16 July 2019

[Broads Plan](#) objectives: Multiple

Broads Authority

26 July 2019

Agenda item number 10

Strategic Direction

Report by Head of Governance

Summary

This report sets out progress in implementing the Broads Plan and the Broads Authority's annual strategic priorities.

Recommendation

To note the updates.

1. Introduction

- 1.1. The Broads Authority reports regularly on the implementation of the Broads Plan and the Authority's own annual strategic priorities.
- 1.2. The **Broads Plan** is the partnership strategy for the Broads and the current Plan covers the period 2017-22. We produce progress updates in May and November each year, and report other notable changes and new actions as we go through the Plan period.
- 1.3. The Broads Plan, linked guiding strategies and updates are published on our website on the [strategy](#) page.
- 1.4. We also have a small set of **strategic priorities**. These focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps us target resources and make the most of partnership working and external funding opportunities. Priorities are set each financial year, although large-scale projects may carry across several years.
- 1.5. The first update on this year's strategic priorities is in Table 1.

Table 1

Broads Authority Strategic Priorities 2019/20

Theme, aim and milestones	Progress	Lead officer
Water, Mills and Marshes Landscape Partnership Scheme Implement WMM partnership projects to agreed schedule: <ul style="list-style-type: none"> • Monitor and report progress (Sept/Mar) • Submit quarterly claims to National Lottery Heritage Fund (Apr/Jul/ Oct/Jan) • Issue draft legacy plan (Oct) 	Status: On track April claim submitted and payment received - July claim underway.	Broads Landscape Partnership Programme Manager (Will Burchnell)
CANAPE (Creating A New Approach to Peatland Ecosystems) Implement CANAPE work packages 3 and 4 to agreed schedules: <ul style="list-style-type: none"> • Monitor and report progress of project activities (Oct and Apr) • Submit claims to INTERREG Programme (Oct and Apr) • Complete Phase 2 of 3 at Chara Bay, Hickling Broad (Mar) and begin sediment infill of restored reedbed • Trial marketing for charcoal at four events (by Sept) • Hold five citizen science engagement events (July to Aug) 	Status: On track Reports and finance claims submitted on time. Next phase of work on Hickling Broad to start in October when water temperature falls below 15 degrees. Charcoal retort used at Whitlingham Country Park, Tud Valley and RSPB Strumpshaw. Charcoal product advertised at Royal Norfolk Show, attracting good public interest. Work ongoing for public engagement events. First large-scale school outing held in May. CANAPE activities presented at CARE-PEAT project launch event in Manchester.	CANAPE Project Manager (Harry Mach)
Broadland Futures Initiative (Developing integrated flood risk management) Implement joint programme of work with Environment Agency and other partners: <ul style="list-style-type: none"> • Run public e-survey on flooding in Broadland (June to July) 	Status: On track Stakeholder e-survey open from 1 June to end July. Leaflet published to explain Broadland Futures Initiative to stakeholders and wider public.	

Theme, aim and milestones	Progress	Lead officer
<ul style="list-style-type: none"> • Hold drop-in events (late 2019 to early 2020) • Scope decision making system involving elected members (Spring 2020) 		
Marketing, promotion and media relations Increase public awareness of Broads National Park brand: <ul style="list-style-type: none"> • Install 35 Broads National Park tourist information road signs (by end 2019) • Publish Broadsheet and Visit the Broads pocket A6 guides for summer season • Develop Broads Ranger experience to be marketed via Airbnb in Summer 2019 • Extend English National Park Experience Collection (by end 2020) Recruit for two posts for new UK NP Communications Team (July)	Status: On track Consultation completed with parish councils on road signs and designs being finalised; awaiting installation schedule. Broadsheet and Visit the Broads pocket A6 guides published on time and within budget. Bid for EU funding with Norfolk County Council successful. ERDF income to BA = £166,966 UK Communications and Marketing Manager appointed. Recruitment of Digital Officer underway.	Head of Communications (Rob Leigh)
Development of partnership projects Work in collaboration with key partners to develop projects to support delivery of Broads Plan and attract external funding: <ul style="list-style-type: none"> • Complete review of onsite catering operation at Acle Bridge (by Dec) • Develop options analysis for development of Acle Bridge site (by Jan) • Develop options analysis for redevelopment of Hoveton Riverside Park (by Jan) Agree future level of BA engagement in Whitlingham Country Park and principle of expanding visitor facilities on site (by Jan)	Status: On track Catering operator at Acle Bridge reporting good start to season – review to be undertaken at end of season. Options analyses for Acle Bridge site and Hoveton Riverside Park to begin in Autumn. Feedback awaited from Crown Point Estate about BA engagement visitor facility development plans at Whitlingham Country Park.	Chief Executive (John Packman)
Agri-environment pilot	Status: On track	Chief

Theme, aim and milestones	Progress	Lead officer
<p>Work with partners to design and deliver environmentally and economically sustainable wetland and lowland grazing options within proposed Environment Land Management Scheme (ELMS):</p> <ul style="list-style-type: none"> • Adopt and implement Broads Biodiversity & Water Strategy and Action Plan 2019-24 (July) • Defra to confirm funds to Test and Trial ELMS in July (TBC). If approved, work with partners on Phase 1 (Mar 2020) of proposal • Consider any funding shortfall for BA contribution to local design of ELMS (Autumn) 	<p>Broads Biodiversity & Water Strategy and Action Plan on BA agenda 26 July with recommendation to adopt.</p> <p>DEFRA confirmed funds for Test and Trial ELMS, subject to adjustments due to emerging reimbursement policy.</p>	<p>Executive (John Packman)</p>

Author: Maria Conti

Date of report: 5 July 2019

[Broads Plan](#) objectives: Multiple

Broads Authority

26 July 2019

Agenda item number 11

Review of Annual Governance Statement and Code of Corporate Governance

Report by Head of Governance

Summary

Every year the Broads Authority reviews its governance and internal control systems, including risk management, and publishes an Annual Governance Statement supported by a Code of Corporate Governance to show how it is complying with the principles of good governance. The latest Annual Governance Statement and Code of Corporate Governance are attached.

Recommendation

To approve the Annual Governance Statement for 2018/19 and Action Plan for 2019/20 and to note that, subject to the implementation of improvements identified in the Action Plan, the Authority's systems of governance and internal control are considered to be adequate and effective.

1. Introduction

- 1.1. As a public body, the Broads Authority is responsible for making sure it has strong and up-to-date governance and internal control systems that comply with the principles of 'good governance'. Under the Accounts and Audit Regulations 2015, we must publish an Annual Governance Statement (Appendix 1) on the effectiveness of our systems during the year, and an action plan to address any identified weaknesses. The Statement accompanies the annual Statement of Accounts and must be published by 31 July following the financial year to which it relates.
- 1.2. The Statement is guided by the 'Delivering Good Governance in Local Government: Framework', which includes principles on integrity, ethical values and the rule of law; stakeholder engagement; sustainable economic, social and environmental benefits; leadership and resources; risk and performance; and transparency, reporting and review. Our internal and external audit, internal review and other reports, and the Code of Corporate Governance all provide evidence for the Statement.

- 1.3. The Audit and Risk Committee (ARC) will review the Statement on 23 July 2019 and present any suggested amendments or recommendations to the Broads Authority on 26 July. Once the Authority approves the Statement, it is signed by the Chair and Chief Executive and the Action Plan 2019/20 is implemented.

2. Code of Corporate Governance

- 2.1. The Code of Corporate Governance (Appendix 2) helps us to develop our governance framework based on best practice and external guidance. The Code is updated annually, with significant changes reported in the Annual Governance Statement and any actions included in the Action Plan. The Code is signed by the Chair and Chief Executive and published on the Broads Authority website on the [how we work](#) page.

3. Audit opinion

- 3.1. The Annual Report and Opinion for 2018/19 by the Head of Internal Audit concludes that the Authority's framework of governance, risk management and controls is reasonable, with all audits concluding with a positive opinion.
- 3.2. While no issues raised by internal audit were significant enough for inclusion in the Statement, the report highlighted an issue relating to an invoice fraud that resulted in the Authority making a payment erroneously. External Audit was also informed about this incident, which took place in 2019/20, and the Chief Financial Officer has carried out a formal investigation.

Author: Maria Conti

Date of report: 15 July 2019

[Broads Plan](#) objectives: None

Appendix 1 – Draft Annual Governance Statement 2018/19 and action plan 2019/20 and Action Plan 2018/19 progress report

Appendix 2 - Code of Corporate Governance 2019

Broads Authority

DRAFT Annual Governance Statement 2018/19 and action plan 2019/20

Published July 2019

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1. Introduction

- 1.1. As a public body the Broads Authority is responsible for making sure its governance and internal control framework is robust, up-to-date and in line with the principles of good governance. This is about conducting our business in accordance with the law

and proper standards, using public money wisely and efficiently, and having appropriate arrangements in place to protect our assets and meet our strategic aims. It is also about our staff and Members representing the shared values and culture of the organisation.

- 1.2. To show how we are complying with good governance, we prepare an Annual Governance Statement ¹and publish it alongside our annual Statement of Accounts in July. The Statement is guided by the Framework document [Delivering Good Governance in Local Government](#), which has principles focusing on integrity, ethical values and the rule of law; stakeholder engagement; sustainable economic, social and environmental benefits; leadership and resources; risk and performance; and transparency, reporting and review.
- 1.3. Alongside the Statement we produce an action plan to address any weaknesses identified by internal and external audit, self-assessment and other reports, and by our [Code of Corporate Governance](#) (Appendix 2). Our Action Plan 2019/20 and an update on last year's plan are at Appendices 1(b) and 1(c).

2. Our governance framework

Purposes and duties

- 2.1. The Broads Authority is a statutory body with similar responsibilities to those of the English, Welsh and Scottish National Park Authorities². It is the local planning authority, and a harbour and navigation authority. It has a duty to manage the Broads to conserve and enhance its natural beauty, wildlife and cultural heritage, to promote opportunities for the public to understand and enjoy its special qualities, and to protect the interests of navigation.
- 2.2. In managing the area, the Authority must have regard to the national importance of the Broads for its natural beauty and opportunities for open-air recreation, the desirability of protecting its natural resources from damage, and the needs of agriculture and forestry and economic and social interests of those who live or work in the area. The Authority also has the duty to maintain the navigation area to such standard as appears to be reasonably required and to develop and improve it as it thinks fit.

Strategic plans

- 2.3. The [Broads Plan](#) is the key partnership strategy for the Broads, setting out a long-term vision and short-term objectives to benefit of the environment, local communities

¹ Regulation 6(1)(a) and (b) of the Accounts and Audit Regulations 2015

² The Broads Authority was established under the Norfolk and Suffolk Broads Act 1988.

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

and visitors. The current Plan was adopted in March 2017 and we publish 6-monthly [progress updates](#) in May and November.

- 2.4. In May 2018, following formal consultation and an examination in public, we adopted the Broads Local Plan, which sets out the policies used in determining planning applications for the plan period to 2036.
- 2.5. Under the Broads Plan sit more detailed guiding strategies, generally focusing on a single theme and covering a short-term period. In the last year we have reviewed and updated action plans for the Broads Integrated Access Strategy and the Broads Biodiversity & Water Strategy.
- 2.6. We publish our Annual Business Plan in May, outlining our work priorities for the coming year and summarising last year's progress. The Business Plan is a link between the strategies for the Broads and our team work plans. Each year we also identify a small set of strategic priorities, focused on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. This helps us target our resources and make the most of partnership working and external funding opportunities. We report progress at each Broads Authority meeting.

National Parks Review and Peer Review

- 2.7. Over the past 18 months, two reviews have been looking at our governance. In 2018 the Government commissioned a review of National Parks and Areas of Outstanding Natural Beauty (AONBs) looking at the coverage of these designated areas, how they deliver their responsibilities and how they are financed, and whether there is scope for expansion. The review team visited the Broads in November 2018 and their report is expected in September 2019.
- 2.8. In 2017 we invited an expert Peer Review Team to examine our leadership, governance, policies and procedures and suggest any changes to improve our effectiveness. In May 2018, in response to the Team's recommendations, we implemented a number of changes. The next stage is to review the effectiveness of the changes. It has been agreed that the Team's Chair, together with a Lead Member and a Managing Director responsible for two of the Norfolk constituent local authorities, will carry out a brief desk-based review in 2019/20.

Committees and management

- 2.9. The Broads Authority has unique governance arrangements, reflecting the interests of both national and local stakeholders. Of its 21 Members, ten are appointed by the Secretary of State, nine are locally elected County and District Councillors and two are appointed by the Authority from the Navigation Committee. Other than Planning Committee and those matters delegated to the Chief Executive, all matters are dealt with by the full Broads Authority as the prime decision maker. Routine decision making is delegated by Members to Officers of the Authority through the Scheme of Delegated Powers.

- 2.10. An action from the Peer Review was to amend the Authority's committee cycle. The full Authority now meets for formal business six times a year, with two of the scheduled meeting dates used for site visits or workshops to give Members more opportunity for informal interaction outside the main business meetings. There is a new process for the annual appointment of Chairs and Vice-Chairs, committee membership and appointments to outside bodies, to create a more transparent appointment process and allow Members to express their preferences for serving on Committees and outside bodies. The Authority also set up a Chairs' Group to give Chairs and Vice-Chairs a more active role in maintaining an overview of the work of the various committees, and to better support the Chair and Chief Executive.
- 2.11. Another action from the Peer Review was to repurpose the Financial Scrutiny and Audit Committee as the Audit and Risk Committee (ARC) with an amended Terms of Reference, to make its role clearer to the public. The ARC is an advisory committee meeting three times a year. It is responsible for examining our governance, internal control and risk management framework, and taking a strategic view on whether our allocated resources are being used effectively.
- 2.12. Our functions as a [Local Planning Authority](#) are carried out by the Planning Committee, with powers delegated to Officers in line with national legislation. It is a decision-making committee and normally meets every four weeks. Planning decisions, whether made at Committee or through delegated powers, are published on our Planning website.
- 2.13. The Navigation Committee advises the Authority's on significant matters affecting the navigation area. While it does not make decisions, if the Authority does not accept the Committee's recommendations it must give reasons. As a result of the Peer Review, meetings of the Committee were reduced from six to five per year, with members also invited to the Authority's twice-yearly site visits/workshops.
- 2.14. Our final formal committee is the Broads Local Access Forum, a semi-independent body that advises the Authority on improving public access to land within the Broads executive area.
- 2.15. The Authority has two Independent Persons, appointed for a 4-year period, who are regularly consulted to help the Authority achieve high ethical standards. The current postholders were appointed in 2016.
- 2.16. The Authority has four statutory officers who carry out specific duties. They are the Head of Paid Service (Chief Executive), Section 17 Officer (Chief Financial Officer), Navigation Officer (Head of Ranger Services) and Monitoring Officer. The Chief Executive, Chief Financial Officer, Director of Strategic Services and Director of Operations make up our Management Team. We are also required to have a Data Protection Officer, and this role is currently held by the Director of Operations as a qualified Data Practitioner.

Financial arrangements

- 2.17. It is considered that the Authority's financial management arrangements conform with CIPFA's [Statement on the Role of the Chief Financial Officer in Local Government](#) (2016). As a key member of the Management Team, the Chief Financial Officer is actively involved in material business decisions to help the Authority develop, resource and implement its strategic plans sustainably and in the public interest.
- 2.18. We have a number of procedures in place to make sure we obtain best value for money in all we do, and we review them all on a regular basis. The Financial Regulations, reviewed in March 2018, were updated to reflect that the Section 17 Officer and Treasury is now managed in-house. Our Counter Fraud, Corruption and Bribery Strategy and our Procurement Strategy were also updated in March 2018, and our Standing Orders Relating to Contracts in May 2018. We also reviewed our Advertising and Sponsorship Policy in February 2019 and our Capital, Treasury and Investment Strategy in March 2019.
- 2.19. We monitor the effectiveness of our internal financial control systems through the consideration of regular internal audits, performance management and budget monitoring reports, and through ARC reports.

3. Decision making and openness

- 3.1. Our arrangements for decision making are set out in publicly available documents. These include Standing Orders, Scheme of Delegated Powers and a Protocol on Member and Officer Relations. An action for 2019/20 is to commission an external review of all our constitutional documents to make sure they are fit for purpose, in line with best practice and legislation, simple and streamlined.
- 3.2. Our committees each have distinct terms of reference. Meetings are held in public, apart from some agenda items which are exempt under legislative guidance, and members of the public may ask questions. Since 2017, all our meetings are audio recorded.
- 3.3. Staff roles and responsibilities are defined through job descriptions and regularly updated policies and procedures, including a code of conduct and annual performance appraisals. The Authority is accredited by Investors in People (IIP), having had its Silver accreditation rating reconfirmed in December 2018 for a period of one year.
- 3.4. In line with the Government's commitment to freedom of information and local government transparency, we publish requested data such as spending, assets and our organisational structure, on our website at www.broads-authority.gov.uk. Our commitment to protecting people's privacy and processing personal data in accordance with data protection legislation is set out within our [Data Protection Policy](#).

4. Ethics and integrity

- 4.1. Under the Localism Act 2011 we have the duty to promote and maintain high standards, and we seek to embed this throughout our governance and internal control systems. The seven principles of public life (known as the Nolan Principles) are incorporated in the Members' Code of Conduct, which was updated in November 2018 to process complaints more efficiently. Our Independent Persons provide external scrutiny of its standards processes.
- 4.2. We have produced our own set of core values which we promote to our staff and Members through posters and screen savers, codes of conduct and protocols, recruitment, interview and appraisal processes, and development programmes.

Our Core Values

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

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

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

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

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

5. Engaging with stakeholders

- 5.1. We encourage our partners, interest and user groups and local communities to engage with us in various ways. This includes drop in events such as partnership working groups and Parish Forums, direct contact such as officers or members attending user group meetings, public events like the Royal Norfolk Show, digital and social media feeds and newsletters, and formal written consultations such as the recent process for the Broads Local Plan. We also seek user opinions through our annual visitor survey and the ongoing user analysis for our website, Facebook and Twitter feeds.
- 5.2. In 2018 we reviewed all our engagement methods, including a survey of all organisations represented on the consultative Broads Forum. As a result, we replaced the Forum with [Broads Engage](#), which brings together all the ways people can hear about and have a say on the use and management of the Broads. We held Broads Engage workshops in November 2018 and April 2019, each attended by around 50 representatives from a wide range of interest groups. The feedback from attendees

was positive, and their input has informed the updating of the Broads Integrated Access Strategy and Broads Biodiversity & Water Strategy.

6. Managing risk and performance

- 6.1. The ARC's responsibilities include gaining assurances from a range of measures and reports that the Authority is obtaining value for money in the use of its resources, and that risk and performance are being actively managed to achieve best results. We have identified actions in this year's Action Plan (Appendix 1a) to strengthen our risk management processes.
- 6.2. In 2018/19, we upgraded our IT Disaster Recovery Infrastructure and it will be tested in 2019/20. We will also update and improve our Risk Registers at strategic and operational level, and our Business Continuity Plan, which lessens the impact of a major incident affecting some or all of our operations.
- 6.3. We have internal financial controls to reflect good practice and make sure our finances are managed securely to minimise risk. These include approved budgets, separation of duties and authorised signatures. We also maintain a database of all our land and property assets and an Asset Management Strategy that includes an asset disposal policy, to help us plan our maintenance and replacement programme and reduce the risk of unexpected costs.
- 6.4. Our performance across our operations is assessed at regular Management Team meetings, with financial reports and budgets considered monthly and reports provided to Members at each Authority meeting.
- 6.5. There is a whistleblowing policy for our staff, and the Monitoring Officer has a duty to write a report if the Authority or any of its committees proposes action that would be unlawful or amount to maladministration.

7. Internal and external audit

- 7.1. Our internal and external auditors are the main independent sources of assurance on the operation of our governance framework and the Statement of Accounts. Other sources include organisations such as Investors in People, and our Independent Persons who provide independent scrutiny on our procedures.
- 7.2. An external provider reviews the effectiveness of our internal control systems, which includes our internal audit function. This helps to emphasise audit's key role of audit and its connection to governance, risk management and internal control. The broad categories for internal audit are the annual opinion, corporate governance, fundamental financial systems, service area audits and significant computer systems. The Head of Internal Audit (HIA) develops an annual strategic audit plan using a risk-based approach. The annual opinion is on the overall adequacy and effectiveness of the Authority's internal control environment, highlighting significant issues.

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

Annual report and opinion 2018/19

- 7.4. The HIA's overall opinion for 2018/19 is that the Authority's framework of governance, risk management and controls is **reasonable**, with all audits concluding with a positive opinion.
- 7.5. While no issues raised by internal audit were significant enough for inclusion in the Statement, the report highlighted an incident when the Authority had been subject to an invoice fraud that resulted in the Authority making a payment erroneously. This incident took place in 2019/20. External Audit was also informed about this incident, and the CFO has carried out a formal investigation and taken actions to protect the Authority against this happening again.

8. Action Plans

- 8.1. The Action Plan for 2019/20 and a summary of progress against last year's plan are in Appendices 1a and 1b.
- 8.2. In this year's Action Plan, there is a particular focus on actions to improve our risk management systems, and to complete our work on National Park branding.
- 8.3. We are satisfied that the Action Plan will address the identified weaknesses, and will report back on its implementation as part of our next Statement.

Broads Authority
Annual Governance Statement 2019/20

Signed

Chair of the Authority

Date2019

Signed.....

Chief Executive

Date2019

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Appendix 1a

BA Annual Governance Statement Action Plan 2019/20

Team	Actions	Lead Officers	Priority target date
Governance	Commission external team to assess effectiveness of Peer Review Action Plan a year after its implementation	Chief Executive	M 31/07/19
Governance	Commission Birketts Solicitors to review BA's constitutional documents to make sure they are fit for purpose, represent best practice, are in line with up-to-date legislation and are simpler to understand.	Chief Executive	M Report to Broads Authority in November 2019
Legal Services	Review performance of current legal services contractor and consider future arrangements, including potentially tendering for the work	Management Team	H 6-month review, September 2019
Risk Management	Update Risk Management Policy to reflect governance arrangements and responsibilities for risk, including those assigned to Audit & Risk Committee (ARC). Following Authority approval, publish policy on BA intranet.	Management Team	H 29/11/19
Risk Management	a) Review Strategic Risk Register (SRR) to identify which risks are strategic and which are operational/service level. Score all strategic risks and state which strategic objective they relate to, with colour coding clarifying 'risk appetite'. Define scoring criteria for high/medium/low (H/M/L) risk in relation to severity/impact (for categories such as financial, reputation and service provision) and to likelihood.	Management Team	H a) 1/11/19 b) 19/11/19

Team	Actions	Lead Officers	Priority target date
	b) Explain changes from previous SRR in reports to ARC.		
Risk Management	Update Risk Management page on BA intranet, incorporating revised documents and how risks are managed. Identify training needs across Authority.	Head of Safety Management	M 29/11/19
Risk Management	Introduce standard risk implications section on committee report template.	Head of Governance	L 31/1/20
Risk Management	<ul style="list-style-type: none"> • Make sure senior managers are aware that Business Continuity recovery timelines of up to 24 hours may not be achievable if such recovery has to be undertaken using tape backups stored at Dockyard. Formally document staff acceptance (or otherwise) to support this. • Look at options to enhance Data Replication (DR) service so it covers priority services such as Finance and Tolls. • Formally document all DR testing in test reports to relevant senior managers and use lessons learned to inform updating of DR plans. • Update relevant project management processes to include work to understand DR requirements for new or changed infrastructure. • Move server rack containing DR infrastructure from Dockyard to more appropriate location. 	Head of IT & Collector of Tolls	All actions will be completed by 31 July
Communications and branding	Update Communications Team workplan to include completion of Broads National Park branding strategy and work in relation to audit recommendations including training,	Head of Comms	H 05/07/19

Team	Actions	Lead Officers	Priority target date
	updating intranet communications page and issuing internal guidance on use of BA and Broads National Park logos.		
Communications and branding	<ul style="list-style-type: none"> • Following approval of NPA branding guidelines, update BA Communications Policy to include roles and responsibilities for overseeing management of correct branding, and include in separate branding section of policy. • Include information on role of Communications Team and on updated branding policy within BA induction checklist. • Produce guidance for staff on criteria for applying either BA or Broads National Park logo (or both) including reference to partnership/project work and to Broads National Park brand standards and branding strategy. • Revise and relaunch Communications page on BA intranet, to include strategy and associated documents, Communications Team details, and provision of staff and member training on branding. 	Head of Comms	M 31/10/19
Human Resources	Continue preparation of report on equality assessment of employment policies and practices (Equalities Working Group)	Head of HR	L 31/03/20
Human Resources	Complete Phase 2 of updating internal HR policies and procedures	Head of HR	L 31/03/20

July 2019

Appendix 1b

BA Annual Governance Statement Action Plan 2018/19 – progress report

Action	Lead Officers	Priority Target date	Progress
Continue implementation of BA General Data Protection Regulation (GDPR) compliance plan. Review policies/ procedures in light of forthcoming guidance from Information Commissioner's Office	Data Protection Officer	H 31/03/19	Policies reviewed in light of ICO guidance.
Equalities Working Group: Report on equality assessment of employment policies and practices	Head of HR, Volunteer Coordinator, Solicitor & Monitoring Officer (SMO)	L 31/03/19	Work in progress - action to carry forward to 2019/20 action plan.
Complete implementation of Peer Review Action Plan in response to Peer Review team report and recommendations	Chief Executive	H 31/12/18	Proposals implemented. External team to assess effectiveness of Peer Review Action Plan in 2019/20.
Complete draft of Members' Handbook (issued as part of induction process), to incorporate key member documents	SMO	L 30/09/18	Members Handbook produced and published online.
Complete phase 2 of updating internal HR	Head of HR	M	Process ongoing; key policies and

Action	Lead Officers	Priority Target date	Progress
policies/ procedures		31/03/19	procedures updated.
Agree timescales for completing lease agreements with legal service providers to avoid delays (part of review of external legal services, with intention of setting up standing lists)	SMO	M 30/09/18	Delays with procurement process and reduction in SMO hours mean that legal services provision, including property matters, will now be reviewed in 2019/20.
Include Port and Marine Safety Code in future annual reports, to include compliance and standard of performance cross-referenced to performance dashboard	Head of Safety Management, Head of Communications	M 30/09/18	Statement to reflect recommendation to be included in Annual Report 2018/19 and as standing item in future reports.
Provide briefing packs on risk assessment process, hazard ID and assessment and ALARP (As Low as Reasonably Practicable) principle to new Navigation Committee (NC) appointees and Boat Safety Management Group (BSMG), and keep training records	Head of Safety Management, SMO	M Feb 2019	All members of BSMG, Stakeholder Hazard Review Group, NC and Broads Authority (BA) receiving formal training on risk assessment and ALARP principles before dealing with risk assessments process; recorded in minutes when hazards are reviewed/ assessed. New members

Action	Lead Officers	Priority Target date	Progress
			included as regular refresher training process. Stakeholder Hazard Review completed and BSMG, NC and BA members to be briefed in June 2019.
Update Scheme of Powers Delegated to Officers to remove outdated references to Treasurer and Financial Advisor to the Authority and replace them with current references including Chief Financial Officer (Section 17 Officer)	SMO	L July 2018	Completed

July 2019

Appendix 2

Broads Authority Draft Code of Corporate Governance 2019

- 1.1 The Code of Corporate Governance helps the Broads Authority, as a public body, to develop a governance framework based on good practice and external guidance and to demonstrate compliance with the principles of good governance.
- 1.2 Good governance is about making sure we do the right things, in the right way and for the right people in a timely, inclusive, open, honest and accountable manner. It is the systems and processes, and the values and principles, which direct and control what we do and how we relate to our communities. A key focus for good governance within the public sector is to achieve sustainable results to benefit the economy, the environment and society.
- 1.3 Our Code of Corporate Governance is based on the core principles in the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. We also have our own set of core values to underpin the behaviour of our Members and staff, who all share responsibility for good governance.
- 1.4 We review and update the Code every year through consultation with the Management Team, Chief Financial Officer and other staff, the Head of Internal Audit and the Chair of the Audit and Risk Committee. Significant areas of concern raised in the review are referred to the Management Team or appropriate committee for comment or decision.
- 1.5 The Chief Executive is delegated to make necessary changes to the Code as a result of the review to keep it up-to-date. Significant changes are reported to the Authority in July as part of the Annual Governance Statement, and any new or outstanding actions are included in the Statement Action Plan for the following year. The Code is approved by the Authority and signed by the Chair and Chief Executive.

.....

Chair of the Authority

.....

Chief Executive

Date July 2019 (Review date April 2020)

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

Email broads@broads-authority.gov.uk

Broads Authority Code of Corporate Governance: Schedule (July 2019)

This schedule represents what we do, or intend to with immediate effect, to demonstrate our compliance with the principles of good governance in local government. The core principles and sub-principles are taken from the CIPFA/SOLACE Framework [Delivering Good Governance in Local Government](#) (2016). We will review our performance against the Code during 2019/20 and report the results to the Authority meeting in July 2020 as part of the Annual Governance Statement.

Table 1

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

Sub principles	Our evidence to support this principle
<p>Behaving with integrity</p> <ul style="list-style-type: none"> ➤ Behaving with integrity and leading a culture where acting in the public interest is visibly and consistently demonstrated, thereby protecting the reputation of the organisation ➤ Establishing and communicating specific standard operating principles or values for the organisation and its staff, building on the Seven Principles of Public Life (the Nolan Principles) ➤ Leading by example, embedding the above principles in effective, up-to-date policies and processes and using them as a framework for decision making and other actions 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Appointment of Independent Persons • Audit and Risk Committee oversight • Code of Conduct for Employees (HR Policy 2), Members and Planning Committee Members • Members Counter Fraud, Corruption and Bribery Strategy & Response Plan • Declaration of Gifts and Hospitality for Members and Officers • Disciplinary Procedures for Officers (HR Policy 11) • Financial Regulations, Contract Standing Orders and Procurement Strategy • Internal and External Audit • Local Protocol on Member and Officer Relations • Member and Officer induction and annual appraisal programmes • BA Core Values • Register of Interests for Members and declarations of interests made at meetings and recorded in minutes

Sub principles	Our evidence to support this principle
	<ul style="list-style-type: none"> • Safeguarding Policy (HR Policy 22) • Standing Orders Relating to Contracts • Standing Orders for the regulation of Authority proceedings • Terms of Reference of Committees • Whistleblowing Policy for Officers (HR Policy 15)
<p>Demonstrating strong commitment to ethical values</p> <ul style="list-style-type: none"> ➤ Establishing, monitoring and maintaining the organisation's ethical standards and performance ➤ Underpinning personal behaviour with ethical values that permeate all aspects of the organisation's culture and operation ➤ Developing and maintaining robust policies and procedures that place emphasis on agreed ethical values ➤ Making sure external providers of services on behalf of the organisation act with integrity and in compliance with ethical standards expected by the organisation 	<ul style="list-style-type: none"> • Annual performance appraisal for Members and Officers • BA Core Values • Codes of Conduct for Employees (HR Policy 2), Members and Planning Committee Members • Equality Policy (HR Policy 1) • Investors in People accredited Silver in Dec 2018 • Procurement Strategy and procedures • Recruitment & Selection Policy (HR Policy 16) and procedures • Use of Independent Persons in complaints procedures • Whistleblowing Policy for Officers (HR Policy 15)
<p>Respecting the rule of law</p> <ul style="list-style-type: none"> ➤ Demonstrating a strong commitment to the rule of the law as well as adhering to relevant laws and regulations ➤ Making sure statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements ➤ Making the best use of the full powers 	<ul style="list-style-type: none"> • Codes of Conduct for Employees (HR Policy 2), for Members, and for Planning Committee Members and Officers • Committee structure in place with Terms of Reference, including powers reserved to the BA • Compliance with CIPFA's statement on the role of the Chief Finance Officer in Local Govt (CIPFA 2015)

Sub principles	Our evidence to support this principle
<p>available for the benefit of citizens, communities and other stakeholders</p> <ul style="list-style-type: none"> ➤ Dealing effectively with breaches of legal and regulatory provisions ➤ Dealing effectively with corruption and misuse of power 	<ul style="list-style-type: none"> • Counter Fraud, Corruption and Bribery Strategy and Response Plan • Disciplinary Procedures for Officers (HR Policy 11) • Financial Regulations, Contract Standing Orders and Procurement Strategy • Internal and external audit • Job descriptions and recruitment process for officers • Member induction programme and development protocol • Monitoring Officer appointed by BA • Provision of legal advice to Members and Officers • Register of Member and Officer interests and related party interests • Role descriptions for Members • Scheme of Powers Delegated to Officers • Statutory Officers appointed by the Authority • Whistleblowing Policy for Officers (HR Policy 15)

Table 2

Principle B: Ensuring openness and comprehensive stakeholder engagement

Sub principles	Our evidence to support this principle
<p>Ensuring openness</p> <ul style="list-style-type: none"> ➤ Demonstrating, documenting and communicating the organisation's commitment to openness ➤ Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption 	<ul style="list-style-type: none"> • Annual Governance Statement • BA Core Values • BA website (includes public information about Members and their roles, Officer roles, and how the public can input to and influence BA decisions)

Sub principles	Our evidence to support this principle
<p>is for openness - if that is not the case, a justification for the reasoning for keeping a decision confidential is provided</p> <ul style="list-style-type: none"> ➤ Providing clear reasoning and evidence for decisions, in both public records and explanations to stakeholders, being explicit about the criteria, rationale and considerations used. In due course, making sure the impact and outcomes of those decisions are clear ➤ Using formal and informal consultation and engagement to determine the most appropriate and effective interventions or courses of action 	<ul style="list-style-type: none"> • Broads Engage stakeholder events and promotion • Broads Local Plan - formal consultation stages (set out in Statement of Community Involvement) • Chairman's briefings • Committee meetings held in public and audio recordings of meetings available to public on request • Fair and transparent data processing through privacy notices • Financial Regulations and Standing Orders Relating to Contracts • Financial statements • Information published in respect of expenditure over £250 • Member Allowance Scheme • Public consultation processes for strategic plan reviews (e.g. Broads Plan, guiding strategies) • Public question time at committee meetings • Publication of agendas and reports in line with Local Government Act 1972 requirements • Record of decisions in committee minutes • Strategic Partnerships Register • Use of Transparency Regulations 2015
<p>Comprehensive stakeholder engagement</p> <ul style="list-style-type: none"> ➤ Engaging effectively with all stakeholders, making sure the purpose and aims for each stakeholder relationship are clear so outcomes are 	<ul style="list-style-type: none"> • Annual Business Plan, Annual Report and visitor publications (e.g. Broadcaster), social media accounts • Appointment process to Navigation Committee and Broads Local Access

Sub principles	Our evidence to support this principle
<p>successful and sustainable</p> <ul style="list-style-type: none"> ➤ Developing formal and informal partnerships to encourage more efficient use of resources and more effective outcomes ➤ Basing partnerships on trust, shared commitment to change, culture that promotes and accepts challenge among partners, and clear awareness of the added value of partnership working ➤ Establishing a clear policy on the type of issues the organisation will meaningfully consult on or involve communities, individuals, service users and other stakeholders to make sure the service (or other) provision is contributing towards intended outcomes ➤ Having effective communication methods and making sure members and officers are clear on their roles in community engagement ➤ Encouraging, collecting and evaluating the views and experiences of stakeholders of different backgrounds, including reference to future needs ➤ Implementing effective feedback mechanisms to show how stakeholder views have been considered ➤ Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity ➤ Taking account of the impact of decisions on future generations of tax payers and service users 	<p>Forum</p> <ul style="list-style-type: none"> • Broads Briefing monthly newsletter from CEO • Broads Engage stakeholder events (e.g. workshops, Parish Forums), feedback processes and promotion • Broads Local Access Forum • Broads Local Plan - formal consultation stages (set out in Statement of Community Involvement) • Broads Plan 6-monthly progress update report (and continual progress monitoring on e-system) • Broadsheet (toll payer newsletter) • KPI annual reporting as part of NPA monitoring process to Defra • Learning resources on BA website, including Broads Curriculum materials for schools • Navigation Committee • Notices to Mariners • Public questions time at committee meetings • Regular meetings between Chairs and CEOs of BA and constituent local authorities • Regular officer level liaison with partner organisations • Visitor and user surveys

Table 3

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

Sub principles	Our evidence to support this principle
<p>Defining outcomes</p> <ul style="list-style-type: none"> ➤ Having a clear vision statement of the organisation's purpose and intended outcomes, with performance indicators, that provide the basis for its overall strategy, planning and other decisions ➤ Specifying the intended impact on/ changes for stakeholders in the short and longer term ➤ Delivering defined outcomes sustainably basis within available resources ➤ Identifying and managing risks to achieving outcomes ➤ Managing service user expectations with regard to setting priorities and making the best use of available resources 	<ul style="list-style-type: none"> • Norfolk & Suffolk Broads Act 1998 (BA statutory purposes) • Annual Business Plan • BA guiding level strategies (e.g. Integrated Access, Sediment Management, Education, Biodiversity) • Broads Local Plan (spatial planning policy) • Broads Plan (key partnership strategy for the Broads, reviewed on 5-yearly cycle) • Risk Register • Strategic Partnerships Register
<p>Considering social, economic and environmental benefits</p> <ul style="list-style-type: none"> ➤ Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision ➤ Taking a longer-term view in decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints ➤ Determining the wider public interest associated with balancing conflicting interests in achieving the various economic, social and environmental 	<ul style="list-style-type: none"> • Norfolk & Suffolk Broads Act 1998 (BA statutory purposes) • Broads Local Plan • Broads Plan and guiding level strategies • Equalities Working Group • Project Development Group procedures • Public consultation for strategic plan reviews

Sub principles	Our evidence to support this principle
<p>benefits, through consultation where possible, to ensure appropriate trade-offs</p> <p>➤ Ensuring fair access to services</p>	

Table 4

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

Sub principles	Our evidence to support this principle
<p>Determining interventions</p> <p>➤ Making sure decision makers receive objective and rigorous analyses of various options showing how intended outcomes would be achieved and associated risks, to achieve best value.</p> <p>➤ Considering stakeholder feedback when making decisions about service improvements, or where services are no longer required, to prioritise competing demands and limited resources such as people, skills and land, and bearing in mind future impacts.</p>	<ul style="list-style-type: none"> • BA and partner/stakeholder working groups • Budget setting process • Chairman's briefing sessions • Chairs' Group • Financial Regulations and Standing Orders Relating to Contracts • Member working groups • Project boards for large partnership projects (e.g. CANAPE and Water, Mills & Marshes) • Project Development Group procedures • Public consultation responses informing strategic plan and policy reviews (e.g. Broads Plan, Broads Local Plan)
<p>Planning interventions</p> <p>➤ Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets</p> <p>➤ Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered</p> <p>➤ Considering and monitoring risks facing</p>	<ul style="list-style-type: none"> • Annual budget processes approved by BA with consultation by Navigation Committee • Financial Monitor • Financial Strategy • Key Performance Indicator (KPI) annual reporting as part of monitoring process to Defra • Performance reporting to Committees

Sub principles	Our evidence to support this principle
<p>each partner when working collaboratively, including shared risks</p> <ul style="list-style-type: none"> ➤ Having flexible and agile arrangements so mechanisms for delivering goods and services can adapt to changing circumstances ➤ Establishing appropriate key performance indicators (KPIs) as part of the planning process to identify how the performance of services and projects is to be measured ➤ Ensuring capacity exists to generate the information required to review service quality regularly ➤ Preparing budgets in accordance with objectives, strategies and the medium-term financial plan ➤ Informing medium- and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure, aimed at developing a sustainable funding strategy 	<ul style="list-style-type: none"> • Regular monitoring undertaken by budget holders and Management Team and reported to committee • Review cycles for Broads Plan, guiding strategies (e.g. Integrated Access Strategy, Biodiversity & Water Strategy) and Broads Local Plan • Risk management (see principle F) • Strategic Risk Register reviewed regularly by Audit & Risk Committee
<p>Optimising achievement of outcomes</p> <ul style="list-style-type: none"> ➤ Ensuring the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints ➤ Ensuring the budgeting process is all- inclusive, taking into account the full cost of operations over the medium and longer term ➤ Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues, or responses to changes in the external environment that may arise during the budgetary period, to achieve outcomes 	<ul style="list-style-type: none"> • Annual setting of tolls in consultation with Navigation Committee and Member Working Group • Asset Management Strategy • Budget and 3-year Financial Strategy agreed by BA • Budget reports, management procedures and training • Budgets monitored by Audit & Risk Committee and BA • Capital, Treasury and Investment Strategy • Procurement Strategy and reference guide • Standing Orders Relating to Contracts

Sub principles	Our evidence to support this principle
<p>while optimising resource use</p> <p>➤ Ensuring 'social value' through service planning and commissioning</p>	

Table 5

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

Sub principles	Our evidence to support this principle
<p>Developing capacity</p> <p>➤ Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness</p> <p>➤ Improving resource use through techniques such as benchmarking</p> <p>➤ Recognising the benefits of partnerships and collaborative working where added value can be achieved</p> <p>➤ Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources</p>	<ul style="list-style-type: none"> • Annual presentation to BA on major partnerships • Health and Safety policies and procedures • ICT Corporate Group review of ICT performance • Management Team decision in recruitment processes • Member and Officer induction and appraisal programmes • Strategic Risk Register review • Whistleblowing Policy for Officers (HR Policy 15)
<p>Developing leadership capacity</p> <p>➤ Developing protocols to ensure elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship, and that a shared understanding of roles and objectives is maintained</p> <p>➤ Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</p> <p>➤ Ensuring the Chair and Chief Executive Officer have clearly defined and distinctive leadership roles within a structure whereby the CEO leads in</p>	<ul style="list-style-type: none"> • Chief Finance Officer compliance with CIPFA Statement on the Role of the Chief Finance Officer in Local Government • Conditions of employment and HR policies • Contract management in respect of externally provided services • Data Protection Officer in place • Financial Regulations and Standing Orders • Member and Officer appraisal programmes, Member Development Protocol • Member workshops on key issues • Monitoring Officer appointed by BA

Sub principles	Our evidence to support this principle
<p>implementing strategy and managing the delivery of services and other outputs set by members, and each provides a check and a balance for each other's authority</p> <ul style="list-style-type: none"> ➤ Developing the capabilities of members and senior management to achieve effective leadership, and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks ➤ Having structures in place to encourage public participation ➤ Considering the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections ➤ Holding staff to account through regular performance reviews that take account of training or development needs ➤ Maintaining the health and wellbeing of the workforce and helping individuals to maintain their own physical and mental wellbeing 	<ul style="list-style-type: none"> • Scheme of Powers Delegated to Officers • Standing Orders for the Regulation of Authority Proceedings • Terms of Reference for Committees

Table 6

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

Sub principles	Our evidence to support this principle
<p>Managing risk</p> <ul style="list-style-type: none"> ➤ Recognising risk management is integral to all activities and must be considered in all aspects of decision making ➤ Implementing robust and integrated risk management arrangements and making sure they work effectively 	<ul style="list-style-type: none"> • Business Continuity Plan and Disaster Recovery Plan • Counter Fraud, Corruption and Bribery Strategy and Response Plan • Risk analysis in BA reports • Risk Management Policy

Sub principles	Our evidence to support this principle
<ul style="list-style-type: none"> ➤ Allocating clear responsibilities for managing individual risks 	<ul style="list-style-type: none"> • Strategic Risk Register (reviewed every 6 months and reported to Audit and Risk Committee)
<p>Managing performance</p> <ul style="list-style-type: none"> ➤ Effectively monitor service delivery including planning, specification, execution and independent post implementation review ➤ Making decisions based on relevant, clear objective analysis and advice, pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook ➤ Ensuring an effective scrutiny or oversight function is in place that provides constructive challenge and debate on policies and objectives before, during and after decisions are made. This will help enhance the performance of the organisation and any other organisation (or committee system) for which it is responsible ➤ Effectively and constructively challenging and policies and objectives to support balanced and effective decision making ➤ Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement ➤ Ensuring consistency between specification stages (such as budgets) and post implementation reporting (such as financial statements) 	<ul style="list-style-type: none"> • Audit and Risk Committee • Capital, Treasury and Investment Policy • Chairs' Group • Financial Monitor • Financial Regulations and procedures • Management Team and Section Head reviews of Directorate work plans and budgets • Procurement Strategy • Regular finance reports to BA, Audit & Risk Committee and Navigation Committee • Risk and financial implications in reports to BA • Standing Orders Relating to Contracts • Statement of Accounts follows budget headings • Terms of Reference for Committees
<p>Developing robust internal control</p> <ul style="list-style-type: none"> ➤ Aligning the risk management strategy 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan

Sub principles	Our evidence to support this principle
<p>and policies on internal control with achieving objectives</p> <ul style="list-style-type: none"> ➤ Regularly evaluating and monitoring risk management and internal control ➤ Having effective counter fraud and anti-corruption arrangements in place ➤ Making sure that additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor ➤ Having an audit committee or equivalent group/function, independent of the executive and accountable to the governing body 	<ul style="list-style-type: none"> • Annual Internal Audit plans include key control and corporate governance • Annual Report and Opinion provided by Head of Internal Audit with ref to governance, risk management and internal control arrangements • Codes of Conduct for Employees (HR Policy 2), for Members, and for Planning Committee Members • Standing Orders Relating to Contracts • Procurement Strategy • Counter Fraud, Corruption and Bribery Strategy and Response Plan • Disciplinary Procedures for Officers (HR Policy 11) • Effective internal audit function resourced and maintained • Financial Regulations, Contract Standing Orders and Procurement Strategy • Audit and Risk Committee • Investors in People (Silver accreditation Dec 2018) • Internal and external annual audit processes • Local Protocol on Member and Officer Relations • Publication of reports and meeting minutes showing declarations of interest made • Risk Owners (e.g. reporting to Strategic Risk Register) • Scheme of Delegation of Powers to Officers • Standing Orders Relating to Contracts • Training for Members

Sub principles	Our evidence to support this principle
	<ul style="list-style-type: none"> • Treasury and Investment Strategy
<p>Managing data</p> <ul style="list-style-type: none"> ➤ Having effective arrangements in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data ➤ Having effective arrangements in place and operating when sharing data with other bodies ➤ Regularly reviewing and auditing the quality and accuracy of data used in decision making and performance monitoring 	<ul style="list-style-type: none"> • Annual Governance Statement • Data and Information Retention Policy • Data Asset Register, privacy notices and Protection policy • Data Protection Officer (qualified Data Practitioner), data protection training to Members and Officers • Encryption of portable devices • IT security arrangements • Review of contracts to ensure data security provisions are incorporated • Statement of Accounts narrative report
<p>Having strong public financial management</p> <ul style="list-style-type: none"> ➤ Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance ➤ Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls 	<ul style="list-style-type: none"> • 3-year Financial Strategy • Annual budget and budget management procedures • Annual Business Plan • Annual Statement of Accounts • Asset Management Strategy • Chief Finance Officer compliance with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government • Earmarked reserves for long-term replacement of assets • External Audit reports • Financial Regulations and procedures • Financial statements • Reports to BA include financial and risk considerations • Treasury and Investment Strategy

Table 7

Principle G: Implement good practice in transparency, reporting and audit to deliver effective accountability

Sub principles	Our evidence to support this principle
<p>Implementing good practice in transparency</p> <ul style="list-style-type: none"> ➤ Writing and communicating reports for public and other stakeholders in fair, balanced and understandable style, appropriate to the intended audience and easy to access and interrogate ➤ Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny, while not being too onerous to provide or for users to understand 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Information published in respect of expenditure over £250 • Monthly data published on BA website in line with Local Government Transparency Code • Record of delegated decisions • Scheme of Delegation of Powers to Officers
<p>Implementing good practice in reporting</p> <ul style="list-style-type: none"> ➤ Reporting at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way ➤ Ensuring members and senior management own the results reported ➤ Ensuring robust arrangements for assessing the extent to which principles in this Framework have been applied, and publishing the results on this assessment, including action plan for improvement and evidence to demonstrate good governance (AGS) ➤ Apply Framework to jointly managed or shared service organisations as appropriate ➤ Ensure performance information that accompanies the financial statements on a consistent and timely basis and the statements allow for comparison with 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Broads Plan 6-monthly progress update report • S17 officer reporting requirements • Statements of Accounts narrative report • Strategic Direction reports (on BA annual strategic priorities)

Sub principles	Our evidence to support this principle
other, similar organisations	
<p>Developing assurance and effective accountability</p> <ul style="list-style-type: none"> ➤ Acting upon recommendations for corrective action made by external audit ➤ Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements, and acting upon recommendations ➤ Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations ➤ Gaining assurance on risks associated with delivering services through third parties and evidencing this in the AGS ➤ When working in partnership, make sure arrangements for accountability are clear and the need for wider public accountability is recognised and met 	<ul style="list-style-type: none"> • Annual Governance Statement and Action Plan • Attendance of internal and external auditors at Audit and Risk Committee • Audit actions formally logged, followed up and reported to ARC • Follow up of internal audit recommendations by Chief Finance Officer and periodically reported to ARC • Head of Internal Audit compliance with CIPFA Statement on the Role of the Head of Internal Audit • Internal audit function delivered by contract and meets PSIAS requirements • Investors in People silver accreditation (Dec 2018) • Peer Review (2017) and Action Plan (reviewed 2019/20) • Strategic Risk Register

Broads Authority

26 July 2019

Agenda item number 12

Financial performance and direction – draft Statement of Accounts 2018/19

Report by Chief Financial Officer

Summary

This report provides an update on the Broads Authority's Statement of Accounts and its audit for the year ended 31 March 2019.

Recommendation

To note the delayed audit for the reasons set out in paragraph 5.1, that the audited Statement of Accounts for 2018/19 and results will be brought back in due course once the audit has been completed.

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1. Introduction

- 1.1. This report was considered by Audit and Risk on 23 July 2019. A verbal update will be provided during the meeting.
- 1.2. Members will recall that the Financial Performance and Direction report to the Authority on 17 May 2019 provided the draft year end figures for 2018/19 which detailed a surplus of £84,760. These figures were then used to produce the draft Statement of Accounts which were signed and published on 30 May 2019.

- 1.3. The report went on to outline the timetable for the preparation of the Statement of Accounts and indicated that external audit (Ernst and Young LLP) would commence their onsite audit work week commencing 15 July 2019 with Audit and Risk committee reviewing their results on 23 July 2019.

2. Changes to the 2018/19 Accounts

- 2.1. There has been no significant changes to this year's accounts. Whilst the change to Financial Instruments will have had an impact on other authorities who hold complex investment and debt instruments the Authority only holds short fixed term investments and has only one loan with the Public Works Loan Board.
- 2.2. As with the 2017/18 Statement of Accounts the table below has been produced to help members understand the additional adjustments made at year end.

Table 1

Summary Income and Expenditure 2018/19

Income and expenditure 2018/19	Operations (£)	Strategic Services (£)	Chief Executive (£)	HLF and CANAPE (£)	Corporate amounts (£)	Total (£)
Fees charges and other service income	(245,921)	(441,383)	(30,185)	(567,317)	(3,396,348)	(4,681,154)
Contribution from reserves	0	0	0	0	(295,452)	(295,452)
Government Grants	0	0	0	0	(3,356,348)	(3,356,348)
Total Income	(245,921)	(441,383)	(30,185)	(567,317)	(7,048,148)	(8,332,954)
Employee expenses	2,054,687	1,742,820	422,569	170,752	78,444	4,469,272
Other service expenses	1,675,120	794,090	674,488	635,224	0	3,778,922
Total expenditure	3,729,807	2,536,910	1,097,057	805,976	78,444	8,248,194
Net expenditure	3,483,886	2,095,527	1,066,872	238,659	(6,969,704)	(84,760)

Table 2

Summary Statement of Accounts adjustments

Summary adjustments	Total (£)
Net expenditure above	(84,760)
Amounts in the Comprehensive Income and Expenditure Statement (CIES) not reported to management in the analysis	970,699
Amounts included in analysis not in CIES	2,828,432
Cost of Services in the CIES	3,714,371

- 2.3. Items that are included in the amounts in the second line under Comprehensive Income and Expenditure Statement which are not reported to management include year end adjustments for the Pension scheme. The Accounts are adjusted to reflect the difference between the actual costs as assessed by the Actuary and the contributions paid over during the year. Further adjustments are also made for untaken staff leave, depreciation and movements on revaluations of fixed assets.
- 2.4. The main adjustments in the third line which is in the analysis above but not the Comprehensive Income and Expenditure Statement is the removal of the DEFRA grant, interest and investment income, interest payable and expenditure in relation to investment properties (Ludham Fieldbase). These items are added back in the lines under the cost of services. Further adjustments relate to the accounting treatment of capital expenditure, reserve expenditure and finance leases.
- 2.5. The table below analyses these adjustments in more detail and agrees back to the Comprehensive Income and Expenditure Statement on page 14 in the Statement of Accounts.

Table 3

Detailed Statement of Accounts adjustments

Income	Services analysis (£)	Not reported to management (£)	Not included in CIES (£)	Cost of services (£)	Other operating expenditure, financing and investment income and Government grant (£)	Deficit on provision of service (£)
Fees, charges and other service income	(4,644,101)	0	0	(4,644,101)	0	(4,644,101)
Interest and investment income	(37,053)	0	37,053	0	(37,053)	(37,053)
Contribution from reserves	(295,452)	0	(197,949)	(493,401)	0	(493,401)
Government grants	(3,356,348)	0	3,356,348	0	(3,356,348)	(3,356,348)
Total income	(8,332,954)	0	3,195,452	(5,137,502)	(3,393,401)	(8,530,903)
Employee expenses	4,469,272	575,524	0	5,044,796	212,000	5,256,796
Other service expenses	3,778,922	0	(367,020)	3,411,902	0	3,411,902
Depreciation, amortisation and impairment	0	395,175	0	395,175	0	395,175
Interest payments	0	0	0	0	35,157	35,157

Income	Services analysis (£)	Not reported to management (£)	Not included in CIES (£)	Cost of services (£)	Other operating expenditure, financing and investment income and Government grant (£)	Deficit on provision of service (£)
Expenditure in relation to investment properties	0	0	0	0	(130,000)	(130,000)
Gain on disposal of fixed assets	0	0	0	0	(5,663)	(5,663)
Total operating expenditure	8,248,194	970,699	(367,020)	8,851,873	111,494	8,963,367
Deficit on provision of services	(84,760)	970,699	2,828,432	3,714,371	(3,281,907)	432,464

3. Balance sheet

- 3.1. This year the Balance Sheet has moved back to a net liability position of £2,394,000. The movement from a net asset position in 2017/18 to a net liability position is £2,479,000. The cause of this movement is the movement in the Pension Fund liability which has increased by £2,909,000 since 2017/18. The pension fluctuations are due to the increased changes in financial assumptions as calculated by the actuary. The fund also seeks to maintain contributions at a consistent rate to minimise the impact on the Authority's cash flows. The Authority makes additional contributions to the fund to reduce the deficit over the next 20 years. Funding levels are monitored on an annual basis whilst the contributions and the annual deficit payments are recalculated as part of triennial valuation. The result of the March 2019 are currently being calculated to determine contributions for April 2020 onwards. Additional information about the Pension Fund Assets and Liabilities can be found within the Statement of Accounts under Note 33.

- 3.2. The bottom section of the Balance Sheet on page 17 splits the reserves between useable and unusable reserves. This year's sees the introduction of the Capital Receipts Reserve within the useable reserves. This reserve has been created following the sale of the Fieldbase at Ludham, previously classified as Investment Property held for Sale. This can be used for future capital purchases or the repayment of debt. The other useable reserves can be used to fund future operating expenditure whilst the unusable reserves are kept to manage accounting processes such as unrealised gains or acquisitions of Fixed Assets and the movements on the Pension Reserve.
- 3.3. The closing position on the National Park (General), Navigation and Earmarked reserves remain at the same levels as reported on 17 May 2019. The individual balances that make up the Earmarked reserve can be found within the Statement of Accounts under note 10, page 38. The year end balances of the reserves are:
- National Park £1,064,171
 - Navigation £425,985
 - Earmarked £1,803,475 of which £733,033 relates to Navigation

4. Annual Governance Statement

- 4.1. The Accounts and Audit (England) Regulations 2015 contain a requirement that an Annual Governance Statement, prepared in accordance with proper practices in relation to internal control, must be approved by the relevant body and must accompany the Statement of Accounts. The draft Annual Governance Statement will be considered under agenda item number 11.

5. Audit of the Statement of Accounts

- 5.1. The Authority's external auditors, Ernst & Young, have been unable to carry out the audit due to resource issues. The Accounts and Audit Regulations 2015, regulation 10, paragraph 2a, makes provision for such instance and the following statement will be placed on the website:

Broads Authority

Audit of Accounts: Year ended 31 March 2019

Publication of statement of accounts, annual governance statement and narrative statement

The Accounts and Audit (England) Regulations 2015 – Regulation 10

The external audit of the draft statement of accounts for the year ended 31 March 2019 has not yet been completed by our external auditors, EY LLP, due to EY's resourcing pressures. This situation is allowed for by Regulation 10, paragraph (2a)

of the Accounts and Audit Regulations 2015. (See attached link: <http://www.legislation.gov.uk/uksi/2015/234/regulation/10/made>).

Therefore, this notification explains, as per paragraph (2a), that we are not yet able to publish our audited 2018/19 final statement of accounts in line with deadline of 31st July 2019, as per paragraph (1). The Audit & Risk Committee will consider the results of the 2018/19 audit at its meeting on 19 November 2019, after which we will publish the final audited accounts.

- 5.2. Current indications are that the audit will be rescheduled for two weeks commencing 14 October 2019. A verbal update on this will be provided at the meeting.
- 5.3. At this stage it is known that the Pension figure included within the balance sheet and note 33 will change as a result of updated Actuary reports following the Pension Fund audit. This was completed after the draft statement of accounts was signed. It is also possible that the audit may result in other changes. Upon completion of their audit any changes required and the audit report will be signed and incorporated into the Statement of Accounts.

6. Financial implications

- 6.1. The Statement of Accounts for 2018/19 shows revenue reserves of £1,490,156 (general reserves £1,064,171, navigation reserves £425,985) that are considered to be adequate. The navigation reserve at the end of 2018/19 stands at 12.9% of net expenditure. This is higher than the Financial Strategy forecast for the end of 2018/19. With these taken alongside the earmarked reserve balances, the Authority's reserves are therefore considered to be sound. The outturn figures for 2018/19, and their implication for the overall level of reserves, will be taken into account in future budgeting proposals, and when making decisions about income and expenditure in 2019/20.

Author: Emma Krelle

Date of report: 15 July 2019

[Broads Plan](#) objectives: None

Appendix 1 – [Draft Statement of Accounts 2018/19](#) (excluding the Audit Report and Annual Governance Statement)

Broads Authority

26 July 2019

Agenda item number 13

Broads Integrated Access Strategy and 3-year action plans - for adoption

Report by Director of Operations

Summary

The Broads Integrated Access Strategy and 3-year action plans have been updated following consultation with members, Navigation Committee and stakeholders.

Recommendation

To adopt the Broads Integrated Access Strategy and Action Plans 2019-2021.

1. Introduction

- 1.1. The long-term aim for access in the Broads Plan is that 'Physical access on land and between land and water is managed sensitively to maximise the social, educational and health benefits of open space to all, while ensuring the resource itself is not degraded. Where possible, improvements have been made to the network, connectivity and use of access routes, linked to visitor destination points and sustainable transport.'
- 1.2. The Authority adopted its first Integrated Access Strategy in 2013. The strategy has been reviewed through consultation with stakeholders including the Broads Local Access Forum and interest groups at the Broads Engage stakeholder workshop in November 2018. The draft revised strategy was considered by the Broads Authority on 17 May 2019 and by the Navigation Committee on 13 June 2019.

2. Strategy and 3-year action plans

- 2.1 The objectives in the revised strategy are:
 - 1) To improve links between land and water and to the water's edge
 - 2) To improve access links to local facilities, settlements and visitor destination points
 - 3) To improve access for all in the Broads

- 4) To encourage sustainable travel choices such as public transport, walking, cycling and non-powered boating, and improve links between public transport provision, visitor destination points and access routes
 - 5) To deliver the River Wensum Strategy through the River Wensum Strategy Partnership
 - 6) To encourage provision of access routes that relieve visitor pressure on internationally designated sites, avoid disturbance of protected species and help to accommodate growth
 - 7) To provide appropriate information on access and interpretation about recreational sites
- 2.1. Outline 3-year action plans for moorings and land-based access are in Appendices 2 and 3. More detailed action plans will be developed on an annual basis to take account of change, project and funding opportunities and ongoing consultation.
 - 2.2. The Authority is currently recruiting for a Waterways and Recreation Officer to lead the implementation of the Integrated Access Strategy, working with stakeholders and Authority staff to develop project proposals and implement work programmes.

3. Financial implications

- 3.1. The Broads Authority is not able to lead on all the potential access improvements identified in the action plan, and strong collaboration and partnership working between agencies, land owners, local communities and other key stakeholders is essential. In particular, the Norfolk Access Improvement Plan and Suffolk Rights of Way Improvement Plan will provide key opportunities for joint working with Norfolk and Suffolk County Councils.

Author: Rob Rogers

Date of report: 17 July 2019

[Broads Plan](#) objectives: 6.1

Appendix 1 – [Draft Integrated Access Strategy for the Broads](#)

Appendix 2 – IAS Moorings Action Plan 2019-2021

Appendix 3 – IAS Land-based Access Action Plan 2019-2021

Appendix 4 – [Report to Broads Authority on 17 May 2019](#)

Appendix 2

Integrated Access Strategy - moorings action plan 2019-21

This action plan was informed by stakeholder input from the Broads Engage Workshop in November 2018, discussions at Broads Authority/NSBA/BHBF liaison meetings and the recommendations of a Broads Authority officer working group.

Priority areas for mooring provision in the next 3 years are identified as:

1. Waveney between St Olaves and Breydon Water - 24-hour moorings/safety moorings
2. Breydon Water/ Breydon Bridge - Review of safety moorings at bridges required
3. Middle Bure – South Walsham/Upton Marshes/Thurne Mouth and Oby Marshes - 24-hour mooring
4. Waveney between Burgh St Peter and Blundeston Marshes - 24-hour mooring
5. Upper Thurne between Hickling and Martham - 24-hour mooring
6. Ludham Bridge - Demasting moorings
7. Norwich in area of riverside - short stay mooring for access to shops and demasting moorings at Trowse Railway Bridge

No	Location	Mooring type/proposal	Year	Justification
1	Lower Waveney/Burgh Castle	Investigate possibility of providing a 24-hour mooring on the lower Waveney/Burgh Castle on piled edge if a suitable site can be identified. Also consider viability of pontoon moorings.	2019/20	High number of requests from boaters, NSBA, BHBF. Also raised at Broads Engage access workshop. BA has stated the site is a priority. Scores highly in IAS terms as a site here would provide access for boaters to the Angles Way.
2	Breydon Water	Review layby pontoon mooring provision in lower Breydon at Breydon Bridge.	2019/20	Request for additional pontoon or dolphin safety moorings x 2 in area of Breydon Bridge by NSBA through liaison meeting. Also raised at Broads Engage access workshop.
3	Ludham Bridge	Investigate possibility of providing demasting moorings with EA/other landowners	2019/20	High number of requests from boaters, NSBA, BHBF. Also raised at Broads Engage access workshop.

No	Location	Mooring type/proposal	Year	Justification
4	Norwich	Work with Norwich City Council and Norwich City Football Club to provide moorings required under Section 106 agreement immediately upstream of Trowse Railway Bridge	2019/20	High number of requests from boaters. Identified in adopted River Wensum Strategy. Norwich City Football Club required to provide moorings under Section 106 agreement with Norwich City Council/Norfolk County Council
5	Middle Bure - Upton/South Walsham Marshes/Oby	Investigate possibility of providing a 24-hour mooring on piled edge if a suitable site can be found.	2020	High number of requests from boaters, NSBA/BHBF. Also raised at Broads Engage access workshop. Scores highly in IAS terms as the true right bank provides access to the Weavers Way and the true left bank provides access to the NWT Upton Marshes Reserve.
6	Waveney upstream of Somerleyton	Trial provision of dolphin type mooring with no land access.	2020	Suggested at Broads Engage Access workshop as a means of providing additional moorings at low cost.
7	Norwich	Short Stay visitor mooring	2020/21	High number of requests from boaters. Also raised at Broads Engage access workshop. Identified in adopted River Wensum Strategy.
8	Peto's Marsh	Provide pontoon moorings at Peto's Marsh Carlton Colville (Oulton Dyke and Carlton Marshes River Waveney).	2021	Required under MoU between Broads Authority and Suffolk Wildlife Trust. Also scores highly in IAS terms as the moorings will provide access to the SWT reserve/gateway to the Broads.

Appendix 3

Integrated Access Strategy – Land-based access action plan 2019-2021

Table 1

General access proposals

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
1	Broads	Identify key access hubs for provision of improved access facilities/infrastructure and establishment and promotion of circular routes	BA, NCC, SCC, Parish Councils, EA, Wildlife Trusts	Promotion of hubs suggestion raised at Broads Engage workshop and advocated by BLAF	2019
2	Broads	Audit access network to identify routes where barriers can be removed or minor works carried out to improve access for all.	BA, NCC, SCC, EA, Parish Councils	National Parks England reports on the length of access routes in parks that are barrier free "Miles without Stiles". Significant numbers of stiles and gates in the Broads are not required for stock control and are unauthorised structures.	2020/21
3	Broads	Identify and map priority routes for carrying out improvement works (surfacing, infrastructure, signage) to improve access for all. Prioritise routes from hubs.	BA, NCC, SCC, Parish Councils, EA, Wildlife Trusts	Prioritised by BLAF (George Saunders) and at Broads Engage workshop. NCC have also identified partnership working with BA in this area to be a priority.	2020
4	Broads	Develop partnership projects to carry out works required on routes identified in proposal 3.	BA, NCC, SCC, Parish Councils, EA, Wildlife Trusts	As above	2021

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
5	Broads	Identify potential new routes alongside rivers or providing views of rivers and Broads.	BA, NCC, SCC, Parish Councils, EA, Wildlife Trusts	Prioritised by BLAF and in Broads Plan/Broads Local Plan. Also raised at Broads Engage workshop.	2021
6	Broads	Identify gaps in network connectivity caused by loss of permissive paths after removal of access payments through HLS.	BA, NCC, SCC, Parish Councils, EA, Wildlife Trusts, Landowners	Raised at Broads Engage workshop and prioritised by BLAF. Also recognised as a priority in the NAIP.	2021
7	Broads	Audit access network to identify potential routes that would relieve visitor pressure on sensitive sites.	BA, NCC, SCC, Wildlife Trusts, NE, EA	Prioritised by BLAF/NCC	2020/21
8	Broads	Identify priority Bridleway creations/shared use routes for establishing circular horse-riding routes/routes that would allow riders to avoid dangerous road riding.	BA, NCC, SCC, PC's, BHS, Landowners		2020
9	Broads	Identify priority route creations for linking moorings to PRow/access network	BA, NCC, SCC, PC's	Prioritised by BLAF raised at Broads Engage workshop	2021
10	Broads	Encourage establishment of ferries/water taxi/river bus		Prioritised by BLAF. Raised at Broads Engage workshop	ongoing

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
11	Broads	Investigate viability of all routes and projects suggested through Broads Engage workshop	BA, County Councils, District Councils, Parish Councils, Wildlife Trusts, EA, NE	BA undertook to do this during Broads Engage process.	2021
12	Broads	Encourage provision of key green infrastructure routes and SANGS to accommodate growth through GNIP including Broadland Way/Green Loop.	BA, NCC, SCC, District Councils	BA member of GNGB. Prioritised by BLAF	Ongoing

Table 2

River Ant and Thurne

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
1	Clayrack Marshes	Phase 1 'Access For All' path from How Hill Staithe to Skeleton Mill - resurfacing path in granite. Phase 2 Skeleton Mill to Boardman's Mill - also a priority but surfacing has not yet deteriorated to the extent that it needs replacing.	N/A	Previous trial mesh path intended to provide easy access failed. Popular site for people with mobility problems and Nancy Oldfield Trip Boat. Raised at Broads Engage workshop and identified as priority site to provide improved surfacing.	2019

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
2	Clayrack Marshes (Path established 2018. Waiting for transfer of bridge from EA before it can be opened.)	Open permissive Path from Boardman's Mill to Sharp Street once bridge works completed by EA. Install new signage. Install people counter to gather evidence of use levels.	N/A	Signage required to establish walking route from Sharp Street to Ludham Bridge. People counter needed to obtain evidence base showing likely levels of use if path extended to Irstead Holmes.	2019
3	Public Footpath, Ludham	Negotiate removal or replacement of gates which are in poor condition	BA, NCC	High priority path on promoted walk from How Hill to St Benet's Abbey.	2019
4	Catfield (Swim Coots) and Hickling Broad	Work with NWT to provide new access providing views of Hickling Broad	BA, NWT, NCC, Landowners	Raised by BLAF at meeting attended by NWT and at Broads Engage workshop.	2019/20
5	Potter Heigham	Negotiate public path creation to fill gap in public footpath true right bank River Thurne between Horsefen Bank and High's Mill.	BA, EA, NCC	Identified by BLAF as priority route creation.	2021
6	Barton	Seek to negotiate public right of way linking Fen Lane Barton to Moy's Mill. Consider signage advising walkers about sensitive birds in Fen.	BA, NCC, Landowner	Identified by BLAF as a priority route creation. Will also provide alternative circular walk to relieve numbers of walkers entering Barton Fen Open Access Land.	2020

Table 3
River Bure

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
1	Hoveton	Work with Parish Council/ Broads Charitable Trust/Roys to develop enhancement project for Hoveton Riverside Park	BA, PC, BCT, Roys	Raised at Broads Engage workshop. Identified by Broads Charitable Trust as potential funding project.	2021
2	Hoveton	Seek to create public right of way from Hoveton Viaduct Mooring to Station	BA, NCC, Landowners	Raised at Broad Engage workshop.	2019/20
3	Acle	Seek to improve access from Acle village to Acle Bridge and route connectivity in the Acle/Upton/Fishley/Damgate area to develop circular walk	BA, NCC, Parish Council	Raised at Broads Engage workshop. Identified by BLAF	2021
4	Horning/Potter Heigham	Work with NCC to seek funding for Phases 2 and 3 of the 3 Rivers Way	BA, NCC/3RW Assoc/Sustrans	Prioritised by BLAF. Raised at Broads Engage workshop. Priotitised by NCC in NAIP and in Cycling and Walking Action Plan	2021

Table 4

Rivers Yare and Chet

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
1	Hardley Flood	Work with NCC to carry out hydraulic modelling and feasibility study for reinstating Wherryman's Way on Hardley Flood bank of River Chet	BA, NCC, SNDC	Prioritised by BLAF. Raised at Broads Engage. BA already working with NCC on feasibility.	2019/20
2	Halvergate/Freet horpe/Reedham	Work through Water, Mills and Marshes LPS to create bridleway links to form Mills Trail	BA, NCC, Parish Councils	Prioritised by BLAF. Identified project in Water, Mills and Marshes LPS. Raised at Broads Engage workshop	2019/20
3	Reedham	Encourage PC to re-establish prmissive path on Wherrymans Way	BA, NCC, Parish Council	Prioritised by BLAF. Raised at Broads Engage workshop	2019/20
4	Langley	Work with NCC to explore possibility of riverbank route for Wherryman's Way (Beauchamp Arms-Langley Dyke)	BA, NCC, Landowners	Prioritised by BLAF. Raised at Broads Engage workshop	2021
5	Bramerton to Surlingham	Work with NCC to improve Wherrymans Way from Bramerton Common to Surlingham Ferry	BA, NCC	Prioritised by BLAF. Route realignment required.	2020

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
6	Whitlingham	Work with Whitliham Charitable Trust to improve public canoe access to River Yare	BA, WCT	Prioritised by BLAF. Raised at Broads Engage event.	2020/21
7	Whitlingham	Work with BASG/Whitlingham Charitable Trust to explore possibility of increasing angling access	BA, BASG, WCT	Prioritised in Broads Angling Strategy	2019/20

Table 5
River Waveney

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
1	Ellingham	Provide canoe launch on true right bank downstream of weir	BA, RWT, EA, Landowners	Prioritised by BLAF/Raised at Broads Engage workshop	2019/20
2	Geldeston Lock	Canoe launch location to be determined	BA, RWT, EA, Landowners	Prioritised by BLAF. Raised at Broads Engage workshop.	2020
3	Geldeston	Legally establish public right of way on old railway line.	BA, EA	Commitment from EA at time of flood defence compartment works.	2021
4	Beccles	Work with Beccles Town Council to improve easy access and signage on Beccles Marsh Trail	Beccles Town Council	Raised at Broad Engage workshop.	2021
5	Herringfleet	Negotiate permissive path from mooring to Smock Mill.	BA, Landowner	Prioritised by BLAF. Raised at Broads Engage workshop.	2019/20

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
6	Burgh Castle/Belton	Seek to establish access to Black Mill and Caldecott Mill through Water Mills and Marshes LPS	BA, NCC, Landowners	Raised at Broad Engage workshop. Identified as project in Water, Mills and Marshes LPS.	2019/20
7	Belton	Work with NCC to develop use of disused railway line to improve access to Belton Common Open Access land and links to Waveney Forest.	BA, NCC, Landowners	Prioritised by BLAF. Raised at Broads Engage workshop.	2021
8	Oulton Broad/Carlton Marshes	Work with SCC and SWT to create shared use route from Oulton Broad to Burgh St Peter Ferry crossing.	BA, SCC, SWT	Prioritised by BLAF. Raised at Broads Engage workshop. Preliminary discussions BA/SCC/SWT have already taken place.	2021

Table 6
River Wensum

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
1	New Mills	Build canoe launches upstream and downstream of New Mills	River Wensum Strategy Partnership	BLAF/British Canoeing /Local Canoe Clubs/EA	2019
2	Marlpit Paddock	Encourage and facilitate provision of Canoe launch at Hellesdon through RWSP.	River Wensum Strategy Partnership	Identified in adopted River Wensum Strategy action plan	2019/20

Ref	Location	Proposed access enhancement	Key partners	Justification	Target timescale
3	Duke's Palace Bridge/Blackfriars' Bridge Norwich	Missing link on riverside walk. Priority project in River Wensum Strategy.	River Wensum Strategy Partnership	Identified in adopted River Wensum Strategy action plan and GNIP	2019
4	Norwich	Work through RWSP to formalise status of riverside walk through Norwich and improve access for all.	River Wensum Strategy Partnership	Identified in adopted River Wensum Strategy Action Plan	2021
5	Norwich	Identify and promote formal angling areas in River Wensum Strategy project area.	River Wensum Strategy Partnership	Identified in Broads Angling strategy supported by RWSP	2021

Broads Authority

26 July 2019

Agenda item number 14

Broads Biodiversity and Water Strategy and Action Plan 2019-2024: Final draft for adoption

Report by Senior Ecologist

Summary

The Broads Biodiversity and Water Strategy 2019-2024 aims to maintain and enhance biodiversity and water quality in the Broads. The strategy will also be used to influence policymakers to make sure the benefits of a healthy Broads ecosystem are recognised locally, regionally and nationally.

Recommendation

To adopt the Broads Biodiversity and Water Strategy and Action Plan 2019-2024, subject to any amendments agreed at today's meeting.

1. Introduction

- 1.1. Historically, the strategic management of the Broads' natural environment was based on individual plans focusing on single habitats such as lakes or grazing marsh. In recent years the emphasis has changed to considering whole ecosystems and the goods and services they provide such as clean air and water, food and recreation. In 2013 the Broads Authority adopted its first Broads Biodiversity and Water Strategy, setting out five-year priorities to improve the condition and healthy functioning of the Broads ecosystem.
- 1.2. The strategy has now been reviewed and updated, guided by the Broads Plan 2017 (in particular, Aspirations 1 and 2) and by an assessment of achievements and change over the last five years. The review was also informed by input from the Broads Biodiversity Partnership and other key bodies with an interest in habitat enhancement, creation and restoration, and by stakeholders attending the Broads Engage biodiversity workshop in April 2019.

2. Strategy and Action Plan 2019-24

- 2.1. The draft Broads Biodiversity and Water Strategy and Action Plan 2019-2024 is at Appendix 1. It will link to other guiding strategies for the Broads, including the

Broadland Rivers Catchment Plan and the Integrated Access Strategy. Land use and development policy will be informed by the recently adopted Broads Local Plan.

- 2.2. The Action Plan focuses on priorities for the Broads Authority as a lead or joint delivery partner, and on key projects led by other organisations working in the Broads.
- 2.3. The Broads Biodiversity Partnership will monitor the Action Plan using an annual 'traffic light' reporting system. They will also update the plan as needed to take account of major change during the five-year period of the plan, such as decisions on the Environmental Land Management Scheme.

3. Financial implications

- 3.1. The reduction in public sector funding in the last decade, and the limited ecology staffing resources within the Broads Authority, means that the successful delivery of the Action Plan will rely on strong partnership working, where resources and information are shared and bids are developed together to attract external funding. Environmental bodies, Non-Government Organisations, farmers and land managers and local communities are all important stakeholders in supporting the plan's delivery.
- 3.2. Significant partnership and externally funded opportunities include the Water Environment Grant (WEG) for wetland restoration in the Ant Valley and BIFFA award for lake restoration works, the RSPB's selection of the Broads as a Priority Landscape and the Wildlife Trust's inclusion of four Living Landscape areas in the Broads. The CANAPE project and the Water, Mills and Marshes Landscape Partnership will also continue to benefit the Broads' natural environment during the plan period.

Author: Andrea Kelly

Date of report: 12 July 2019

Background papers: None

[Broads Plan](#) objectives: 2.1 to 2.6

Appendix 1 – Broads Biodiversity and Water Strategy and Action Plan 2019-2024

Appendix 1

Broads Authority

Broads Biodiversity and Water Strategy 2019-2024

Final draft version (12/07/19)

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1 About the Broads

The Broads National Park is one of Europe's finest and most important wetlands for nature conservation. Its rich mosaic of habitats comprises, among other things, saltmarshes, intertidal mudflats, shallow lakes, fens, drained marshland, wet woodland, relict estuary and coastal dunes. A quarter of the Broads Authority executive area is designated as Wetland Habitats of International Importance for its incredibly rich biodiversity. Farming and land management play a vital role in maintaining the Broads ecosystems and the services they provide, from food and reed thatch to biodiversity, local landscape character and employment. As we move forward, it is essential that future Environmental Land Management Schemes continue to support the Broads natural environment together with agriculture throughout the water catchment.

The Broads: Key facts and figures

The Broads is the UK's largest protected wetland and of international importance, with a mosaic of rare habitats of fens (75% of UK fen), wet woodland (almost entirely confined to East Anglia), 63 shallow broads and an estuary that supports the UK's highest winter bird numbers in its area.

The Broads Authority executive area is 303km². This core area for wildlife is supported by the wider Broadland rivers catchment of 320,200km², where land and water management support the downstream nature-rich sites of the Broads. The executive boundary is drawn tightly around the floodplains and lower reaches of the rivers Bure, Yare and Waveney, and their tributaries, the Thurne, Ant and Chet. The Broads area includes a small area of coast which could and has in the past had a profound impact on the Broads.

Approximately 95% of the executive area is at some risk of flooding, including over 2,000 properties and 30,000 hectares of land.

There are 28 nationally important Sites of Special Scientific Interest (SSSIs), and a quarter of the area is globally important for wildlife. These areas provide a habitat for a quarter of the UK's rarest plants and animals.

A biodiversity audit, based on 11 million records, shows that 26% of all UK Biodiversity Action Plan species are found in the Broads (Panter et al., 2011). Fen habitat in the Broads is a hotspot for 1,519 Species of Conservation Concern. There are no recent records for 423 (28%) of these, 67 of which are believed to be locally or nationally extinct (loc cit., Table 8). The Broads has been losing species at a rate of six per decade for half a century.

Of the 1,519 Species of Conservation Concern, there are 66 Broads Regional Specialties, including Milk-parsley and the Swallowtail, that are completely reliant on freshwater fen habitat for their survival (loc cit., pp. 33-34). Moreover, vegetation surveys indicate that only 20% of the fen area is suitable for Swallowtail, having both reed and Milk-parsley together (S24 NVC community).

Agriculture in the East of England is at the heart of an £8 billion food and farming industry, and farm businesses in the Broads make a significant contribution to this overall production. The tourism related value of angling in the Broads is estimated to be around the £100million per year.

2 About this strategy

The **Broads Biodiversity and Water Strategy** (BBWS) is produced by the **Broads Authority**, the body responsible for coordinating the management of the Broads. The Authority's three statutory purposes are to conserve and enhance the area's natural and cultural assets, to promote opportunities for people to understand and enjoy the special qualities of the area, and to protect the interests of navigation.

The BBWS does not encompass everything that is happening to manage the habitats, water and wildlife of the Broads. Rather, it focuses on priority actions by the Broads Authority as a lead or joint delivery partner, and key projects led by other organisations working in the Broads.

The BBWS is monitored by the **Broads Biodiversity Partnership** (BBP). The BBP is a network of organisations, businesses and individuals working together to discuss, coordinate and deliver work for habitat enhancement, creation and restoration in and around the Broads, with a focus on actions that create multiple benefits for biodiversity, water and people. We also work with a wider group of stakeholders including local communities, farmers and land managers, and interest and amenity groups.

Developing the BBWS together helps to clarify roles and streamline processes, encouraging effective partnership working. The strategy provides the framework and action plan to help us understand, record, protect and enhance biodiversity and water in the Broads over the next five years (2019-24).

The strategy was adopted by the Broads Authority on xxxxxx and replaces the BBWS 2013-18.

Broads Biodiversity Partnership members

Anglian Water, British Dragonfly Society, Broads Authority, Broads IDB, Butterfly Conservation, Environment Agency, Essex & Suffolk Water, Freshwater Habitats Trust, Little Ouse Headwaters Project, Hymettus, Natural England, National Trust, Non-Native Species Initiative, Norfolk Biodiversity Information Service, Norfolk County Council, Norfolk Flora Group, Norfolk Wildlife Trust, Norfolk and Norwich Naturalists' Society, Plantlife, RSPB, Suffolk County Council, Suffolk Wildlife Trust, University of East Anglia, Water Management Alliance

3 Our aspirations

The BBWS is linked to the higher-level **Broads Plan**, the partnership strategy for the Broads. While the Broads Authority is responsible for producing the Broads Plan, its implementation relies on integrated partnership working with a wide range of organisations and individuals including farmers, water users, land managers, businesses, statutory agencies, water companies, charities and social enterprises.

The aspirations in the [Broads Plan \(2017\)](#) for managing biodiversity and water are:

Aspiration 1: Improve water capture and efficient water use across the Broadland Rivers Catchment, and develop a longer-term integrated flood risk management strategy for the Broads and interrelated coastal frontage.

Aspiration 2: Protect, conserve and enhance water quality and land and habitat condition to benefit priority species, recognising natural environmental change and retaining a thriving and sustainable agricultural industry.

Achieving these aims is linked to other aspirations in the Plan, including Aspiration 9 (Strengthening connections with people) and Aspiration 10 (Building 'climate-smart' communities). While these themes are dealt with in other guiding strategies, the BBWS recognises the importance of involving people in managing biodiversity and water.

To meet our aspirations, we want to see a long-term future where:

- Nature in the Broads National Park is thriving and contributing to a larger network of wildlife-rich places (in line with Government policy) to restore nature and in keeping with the status of the Broads as a globally important wetland.
- Wildlife-rich places are becoming larger and buffered from intensive agriculture. Land management options for farmers are creating more species-rich habitats and bespoke solutions for wildlife to 'spill over' into the wider countryside beyond the Broads.
- Wetlands are functioning more naturally, and the catchment is supporting water dependent wildlife that has space and ability to move and adapt to climate change and sea level rise.
- Abundant wildlife is moving from place to place and rare species have their environmental needs met and a secure future across the landscape.
- Research and monitoring in the Broads is providing the evidence base to enhance nature and direct conservation management.
- Agricultural and water management businesses are working together to produce a range of benefits including biodiversity, food and biomass, high-quality water supply, carbon storage, pollination, disease and pest regulation, landscape character and sustainable recreation. Projects are achieving multiple benefits that result in biodiversity gain, water improvements and profitable business.
- Invasive alien species are being actively managed, with damage to habitats and native species being controlled.
- Development is appropriately located to avoid adverse effects on protected areas and wildlife, and actively delivering net gains for wildlife. People who manage land have enough resources to deliver the biodiversity gains needed.
- Communities better understand and are involved in making decisions in their own areas to support their local nature projects, with more volunteers supported to carry out management and monitoring.
- Sustainable tourism is in place and water users are choosing sustainable activities to enjoy the rivers and broads ('Saving nature through people'). People recognise and understand the value of biodiverse habitats and there is appropriate sustainable development and recreation.

4 Where we are now

Since we adopted the last BBWS in 2013, there have been important changes in policy and guidance, and in environmental and social contexts at both local and national levels. We have analysed emerging trends and new opportunities to set the context for the updated BBWS.

Conservation partners and landowners are continuing to carry out targeted land, habitat and water management. These actions are also achieving benefits for the Broads ecosystem and the goods and services, such as clean water, food and pollination, that a healthily functioning ecosystem provides for wildlife and people.

A list of key achievements in delivering the BBWS 2013-18 is in Annex 3.

National policy and guidance

Context

- The [25 Year Environment Plan](#) (25YEP, 2018) sets out Government action to help the natural world regain and retain good health.
- The Agricultural Bill (2018) sets out how farmers and land managers will in future be paid for 'public goods', and consultation on the design of the Environment Land Management Scheme has started.
- Government's development of 'Net Gain' principles is testing ways to encourage or require development to leave biodiversity in a better state than before to reverse the decline in UK habitats and species.
- The Judicial Review of Water Framework Directive implementation is evaluating mandatory use of Water Protection Zones.
- Defra has made changes to abstraction and water management to improve the management of water in the environment and our resilience to flooding and droughts.

Emerging trends and evidence

- There is continued emphasis on landscape-scale management encouraging groups of people to work together, including the facilitation fund, farm clusters and catchment-based approach.
- The narrative for conserving freshwater and wetland habitats in England (Natural England report NERR064) is being incorporated into the future determination of [Important Freshwater Areas](#) and the Nature Recovery Network.

New opportunities and evidence

- The UK's exit from the EU is not yet defined but may provide an opportunity to shape a new approach to sustainable land management, enabling all farmers within and alongside our National Parks to be proactive environmental managers whilst helping our rural economies to become more sustainable and supporting the vibrancy of our communities. The [National Parks England Future of Farming](#) sets out initial ideas.
- Funding is allocated to plant woodland to create multiple benefits including water quality and natural flood management in upper river catchment areas, and to plant key buffer zones in appropriate landscapes around the Broads.

- Health professionals are prescribing nature-based treatments for improving people's health. National Research Councils emphasise the need to apply learning to help practitioner organisations, such as the Demonstration Test Catchment on the River Wensum.
- The review of the current agri-environment scheme provides landowners and conservation organisations with the opportunity to help define how a scheme may look, be applied and agreements assessed to provide benefit for conservation and the Broads landscape.

National environmental and social change

Context

- In the National Parks National Awareness survey (2018) the public ranked nature, species and habitats as the most important responsibility for the Parks. However, the Parks are designated for their natural beauty, not for their species abundance. The independent review, led by writer Julian Glover, will explore how AONBs and National Parks meet our needs in the 21st century. This provides an opportunity to clarify the role of the Parks in species and habitat enhancement.
- An improved regional framework for effective management of Invasive Alien Species is developing under the RAPID LIFE project.ⁱ

Emerging trends and evidence

- There is reduced government investment in biodiversity and funding cuts to National conservation bodies; for example, Natural England's budget has been cut by over 44% in the last 11-year period.
- Of the 218 countries assessed for 'biodiversity intactness'¹, the UK is ranked 189 as a consequence of centuries of industrialisation, urbanisation and overexploitation of natural resources.ⁱⁱ
- In 2016 over half (56%) of UK species are assessed to have declined since 1970.ⁱⁱ
- There is a general shift of conservation approaches to include:
 - larger linked high nature value sites
 - moving from thinking about solely 'vegetation type' to also considering 'ecosystems'
 - accepting dynamism, accommodating change and increasing species diversity across the food web (herbivores and carnivores) and across functional groups (such as ecosystem engineering via graziers (such as the beaver)
 - restoring and working with natural processes
- The Met Office (2017)ⁱⁱⁱ reports of change between two periods 1961-90 and 2008-17 show that the average hottest day has increased by 0.8°C, and warm spells have more than doubled in length from 5.3 to 13.2 days (4.2 to 13.2 days in East Anglia). Rainfall has not significantly increased in this period for East Anglia.

¹ <https://www.bipindicators.net/indicators/biodiversity-intactness-index>

- IPCC Assessments of climate change (2018)^{iv} show global warming is likely to reach 1.5°C between 2030 and 2052 if it continues to increase at the current rate.
- East Anglia is sinking at 0.5mm yr⁻¹ (Bradley et al. 2009) combined with a possible sea level rise of 260 to 980 mm by 2100, although any positive climate feedback makes it difficult to fully understand a level rise and make regional estimates.
- The UK is forecast to become a refuge for plants, butterflies and birds as continental Europe warms up. However, intensive agricultural land-use is likely to restrict the ability for species to seek refuge in East Anglia. Climate warming increases the risk of new pests and diseases.
- There is a trend to enabling individuals to deliver lasting conservation beyond nature reserves, including farmer-led approaches.

New opportunities and evidence

- The arrival and translocation of new wetland species, such as great white egret, spoonbill and fen raft spider are creating various opportunities, such as greater engagement with people interested in wildlife and associated wildlife tourism.

Local policy and guidance

Context

- The Broads Local Plan was adopted in May 2019 with updated and new policies to benefit the environment, including the treatment of peat within development decisions.
- Visitor disturbance studies are informing the Recreational Avoidance and Mitigation Strategy and leading to payments from housing development.
- Assessment of the last 30 years of monitoring data (Lake Review, 2015) creates a stronger evidence for lake ecology, informing lake and river water quality restoration.
- Economic value of the Broadland fishery is recognised and management decisions are taken with a net gain approach recognising this value^{vi}.
- Water abstraction assessments for some of the Ant Valley Fens create a bigger evidence base supporting sustainable water use within the catchment without impacting on fen ecology.
- The Softrack fen harvester makes fen conservation management more resource efficient, with overall less machinery breakdowns.

New opportunities and evidence

- New mapping tools inform opportunity areas for nature. These include Catchment Ecosystem Services, Norfolk Ecological Networks, Green Infrastructure and developing bat sensitivity to development^{vii} and National B-Lines².
- The Broadland Futures Initiative will work with local people to develop a framework for integrated flood risk management for the coast and Broads.

² B-Lines are a series of the best placed 'insect pathways' running through the countryside and towns, along which creation and restoration of wildflower-rich habitat could be prioritised to benefit bees, butterflies and a host of other wildlife.

- A collaborative approach to the provision of advice and delivery of works linked to agri-environment agreements presents a unified, non-competitive, coordinated approach and engenders client trust in the services being offered.

Local environmental and social change

Context

- The consideration of river ecosystems in the Lake Review (2015), fish tracking under HLF and EU LIFE (2018) and the use of PCLake model (2018) with experts from the Netherlands, under the CANAPE EU Interreg project, has informed lake restoration at Hoveton, Hickling and Barton Broads. This evidence also supports the cautionary use of sediment removal for broads' ecological improvement, due to continued release of nutrient following sediment removal.
- Small-scale lake restoration, such as biomanipulation at Barton and rebuilding reed margin at Salhouse, has led to large-scale lake restoration at Hoveton and Hickling Broads and planning restoration at Ranworth Broad.
- Some species conservation and translocation projects have been successful, including the Fen Raft Spider, Fen Orchid and Flat-leaved Pondweed projects.
- The possible County Wildlife Sites in the Broads have been assessed, landowners contacted and sites designated.
- The Wild Watch camera project has engaged hundreds of people in spotting wildlife in their gardens and the Broads area.
- The Broadland Catchment Partnership and ecosystem services opportunity maps have increased engagement with farmers and their advisors. The maps show high run-off risk areas and several demonstration projects to improve rural drainage have been located using this information.
- The Broads Authority and Tesco project resulted in one of the first supermarkets supporting catchment work. This supported the purchase of soil management equipment to prevent field runoff.
- Efforts have begun to better coordinate fen research and monitoring, but much more is needed to understand water levels, flow and quality in fen habitat.

Emerging trends and evidence

- Areas of grazing marsh have been converted to arable.
- Water resources are scarce and insufficient to meet increasing demands from a rising population and water companies' statutory duty to provide water.
- 86% of SSSIs are in favourable or recovering condition, and almost 60% in favourable condition in 2019.
- Climate warming is contributing to changing growth in algae and water plants.
- Water quality has remained fairly stable over the last five years, with little change in most rivers. Nitrogen and pesticide remain an issue in larger river catchments such as the Waveney.
- Constructed wetlands and use of cover crops are benefiting water quality and natural flood management in catchments.

- Special Area of Conservation (SAC) lakes connected to the rivers have too high phosphorus levels to prompt recovery in the broads in the Bure and Ant valleys without further measures.
- Water plant growth is increasing in many upstream rivers and some broads, with benefits for fish, local biodiversity and water quality. Increasing water plant cutting is required to provide access for boats.
- The sustainable, healthy and balanced fish community are improving, which is thought to be beneficial for wider wildlife. Fish biodiversity and productivity is important for the Broad. Tourism as a result of angling is thought to be worth £100million to the local economy. Fish deaths in the Thurne have been caused by toxins produced by prymnesium algae in some years.
- Efforts have begun to better coordinate fen research and monitoring, but much more is needed to understand water levels, flow and quality. Records of site management and actions for species translocation have improved (Fen Research Workshop, 2017).
- Invasive non-native species, such as mink and Floating Pennywort and a variety of other species require continual biosecurity measures and management to control the spread where possible.
- More people are taking part in marshalled swimming events swimming in the Broad waterways, possibly due to the improved water quality and increasing popularity of this activity.
- Tidy management could be restricting opportunities for biodiversity particularly in garden and public spaces.

New opportunities and evidence

- More collaborative research and monitoring are required to help understand fen hydro-ecology, particularly in the context of declining resource for monitoring from the EA and NE.
- Knowledge generated by research that benefits and influences the environment is increasingly important. This could result in greater collaborative research with academic originations and research funding being made more applicable for conservation organisations.

5 Drivers for change

Looking ahead, we face changes likely to have a significant and increasing impact on the natural, environment of the Broad and surrounding area, with potential impacts for social and economic factors. Table 1 highlights the key drivers for change with linked pressures, risk and opportunities, linked with the projected pressures, risk and opportunity they bring.

Table 1

Key drivers for changes

Drivers	Projected pressures	Risk and opportunity
Climate change	Greater likelihood of flooding due to increasing	Risk: More winter rainfall and higher winter river flows and floodplain wetland water levels. Surge tides and salinization of floodplain wetlands and loss

Drivers	Projected pressures	Risk and opportunity
	occurrence and severity of weather events	of freshwater depend and species, such as Fen Orchid, Norfolk Hawker dragonfly and Swallowtail butterfly and numerous other species of conservation concern. Opportunity: Higher levels of awareness among general public.
Sea level rise	Higher water levels Increase in incidence and impact of seasonal storms	Risk: Surge tides and salinization of floodplain wetlands and loss of freshwater dependant species, such as Norfolk Hawker dragonfly, Swallowtail butterfly, Fen Orchid, fish and numerous other species of conservation concern. Coastal change could be significant for northern Broads.
Climate change	Hotter drier summers, more frost-free days	Risk: Wetland habitats (e.g. dykes, and fens) drying out resulting in species losses dependant on the severity of the drought. Stagnation and dissolved oxygen crashes with reduced freshwater flow and summer storms. Increased risk of fires and damage to habitat and peatland resource and spread of new pests and diseases. Opportunity: Colonisation by species such as willow emerald damselfly and egrets.
Water abstraction	Lower than natural river and groundwater flows	Risk: Poorer river and broad water quality, making wetland habitats more sensitive to pollution and having potential negative impacts on groundwater dependant fen vegetation communities.
Waste water and diffuse water pollution	Negative effects on water quality of floodplain habitats and waterbodies and their ecosystems	Risk: Nutrient enrichment deteriorates natural ecosystems, which results in less rare species and takes decades to restore with some changes being permanent.
Land management	Both positive and negative influences, depending on management practices, e.g. lack of scrub removal results in woodland development and loss of rare fen communities	Risk: Numerous and can generally be managed via good practice. Some losses can be permanent, such as land subsidence as a result of water drainage. Opportunity: Significant chance to benefit nature through good land management practice.
Alien invasive species	Negative effects on the conservation funding, land and water management, habitats and species	Risk: Dependent on alien invasive species and include predation (e.g. American mink), competition (New Zealand pygmyweed), flooding and navigation risks from choking rivers (e.g. Floating Pennywort)
Development	Habitat loss, modifications, isolation and fragmentation	Risk: The majority of small developments in the Broads result in minor negative impacts that can add up to be more significant, although this is often dependant on the management of the scheme over the long-term.

Drivers	Projected pressures	Risk and opportunity
		Opportunity: Some development has the potential to enhance wildlife, particularly in rural areas, including flood alleviation schemes and making homes for bats and owls in mills and barns. Mitigation funds can enable improvements to habitats.
Visitor numbers	Potential for disturbance to species and habitats	Risk: Direct disturbance to wildlife and habitats, such as breeding birds and trampling of sand dunes. Opportunity: Improved engagement with people about nature.
Brexit	Potential impact on a wide range of issues including environmental legislation and European funding	<i>At the time of writing there is no certainty about what changes may happen following our departure from the EU</i> Risk: Delay in producing a robust legal framework for environmental issues. Reduced opportunities for external funding from the EU. Opportunity: Leaving the EU and the Common Agricultural Policy provides an opportunity for reform to rural payments for example towards an ecosystem approach that rewards provision of public goods, such as flood prevention and carbon storage.
Local economy	Developing wildlife and nature-based tourism economy, larger visitor numbers	Risk: Lack of affordable housing can result in conservation contractors and reed cutters not being able to live locally. Opportunity: Positive engagement through wildlife base holidays and guides. More money into the local economy.
Urbanisation and disconnect with nature	Low awareness, engagement and support for nature conservation	Risk: People disconnected and unfamiliar with the natural environment. Opportunity: Positive engagement is able to increase awareness.
Knowledge and dedicated funding resource	Lower numbers of experienced ecologists and conservation officers Less funding for wildlife conservation	Risk: Cuts in government funding, previous European grants no longer available and drop in membership of charities may result in lower resources for conservation, leading to poorer understanding and less wildlife. Opportunity: Funding agreed for future activities planned with Water Mills and Marshes Landscape Partnership Project, along with CANAPE and ENDURE EU Interreg projects.

6 Monitoring

The Broads Biodiversity and Water Strategy's Action Plan will be reviewed annually by the Broads Biodiversity Partnership. This will use a 'traffic light' system to rate the progress of actions and complete status reports. This will indicate if a project is on track, slower than expected or at risk of not being completed. Project status and reasons for any non-achievement will be reported to the Broads Biodiversity Partnership annually and Broads Authority as required.

Over the five years to 2024, new priority projects that meet the objectives of the BBWS are likely to be created. As this happens, the Authority and partners will update the BBWS action plan. It is likely that most additions and amendments will be within the 2021 to 2024 time period.

7 BBWS Action Plan 2019-24

We will implement the BBWS Action Plan alongside other relevant guiding strategies including the Broadland Rivers Catchment Plan, the emerging Rivers and Broads Strategy (containing management information on sediment, water plant, tree, river-bank and invasive species), the Authority's strategies for education, volunteering and integrated access in the Broads, and many site-based plans. Land use policy will be informed by the Broads Local Plan.

The BBWS is also informed by a number of national strategic groups, such as the Terrestrial Biodiversity Group, Major Landowners Group, External Working Group for Rural Development Programme for England, and Lowland Peat Agricultural Task Force. The National Park Authorities and the Broads Authority are represented on all these bodies.

At the time of writing, the Brexit situation is unresolved, but it is assumed that the transition period will run until 2023. Given this, and the proposed changes to the environmental land management scheme post-Brexit, this Action Plan will be reviewed in 2022 and updated as necessary.

Through the delivery of the BBWS there will be emerging government work to improve the planning system to leave the natural environment in a measurably better state than before (biodiversity net gain). Initiatives under the Nature Recovery Network will work towards bringing back wildlife and Local Natural Capital Plans will be piloted and applied to support multiple benefit local decision making.

The actions are written primarily for a technical and specialist audience.

Broads Biodiversity and Water Strategy: Action Plan 2019-2024

The Action Plan focuses on priorities for the Broads Authority as a lead or joint delivery partner, and on key projects led by other organisations working in the Broads. Several actions would not be possible without the support of volunteers, who make a huge positive contribution to our biodiversity work.

Focus: Restoring, maintaining and enhancing water quality to achieve 'good' ecological status/potential

Ref	Detailed actions	Lead	Partners	Timescale	Desired benefits
Carry out lake restoration, maintenance and enhancement work, including bio-manipulation; use monitoring evidence to trial and implement further innovative lake (broad) and river restoration techniques					
1.1	Facilitate use of PCLake model to assess thresholds for ecological change in lakes relating to phosphorus and other management, as part of coordinating a strategic approach to lake restoration	BA (WEG & BIFFA)	NWT, EA BBP	2019/20	Managers of lakes are using the tool to make more informed decisions on the most important factors relating to lake restoration
1.2	Complete Hickling Broad Enhancement Project as part of CANAPE Interreg Project, in line with project plan	BA (CANAPE)	NWT	2018 - 2021	Larger areas of reed swamp are providing better habitat for wildlife such as bittern and protecting an area of shallows so water plants can grow in sheltered conditions created
1.3	Implement biomanipulation work at Barton Broad and Ranworth Broad in line with project plan	NWT (BIFFA)	BA, EA	2019/20	Restoration work is increasing the diversity of water plants, improving the aquatic environment for species and enhancing wildlife viewing opportunities for visitors

1.4	Complete Hoveton Great Broad LIFE and HLF Project in line with project plan	NE (LIFE and HLF)	BBP	2018 - 2021	Larger areas of reed swamp and clearer water are providing better habitat for wildlife and increasing public understanding
1.5	Implement erosion prevention and river bank works and provide protective conditions on development to safeguard fish habitats in line with work plan	BA	EA	Ongoing	Resilient river habitat is supporting a sustainable, balanced and healthy fishery
1.6	Carry out fish management and fishery enhancement at Ormesby Broad and repair fish barriers in line with management plan	ESW (NWT)	TBP	Ongoing	Clear water is enhancing water plant and water bird populations
1.7	Implement measures to maintain clear water at Whitlingham LNR, including bird feeding management, sensitive water plant management and assessing impact of potential fish introduction	WCT	NCC, BA	tbc	The many environmental benefits of clear water for people, habitats and wildlife are ongoing
1.8	Investigate options for and replace water management assets such as pumps in Upper Thurne	Broads IDB	BBP	tbc	The many environmental benefits of clear water for people, habitats and wildlife are ongoing
1.9	Implement Environment Section of River Wensum Strategy	Norwich CC	BA, NCC, EA	tbc	The River Wensum urban corridor is supporting more wildlife and improving peoples' enjoyment of this area

Promote and implement measures to reduce point and diffuse pollution into the floodplain and water courses, commensurate with EU/national water and habitat targets and with sustainable farming					
2.1	Develop Rivers and Broads Strategy (tbc)	BA	BBP	2019/20	Wildlife (particularly fish) breeding, wintering and feeding areas are improving to ensure maximum benefit is gained from every pound spent
2.2	Respond to policy consultations to help justify water quality and protection of water resources (e.g. Water Framework Directive, Water Cycle Studies, Water Abstractions)	BA	n/a	Ongoing	Policy makers are understanding more clearly the impact of their policy decisions on the Broads ecosystems and are making policy changes to help improve management
2.3	Implement Diffuse Water Pollution Plans following completion	EA, NE	BCP	2019 - 2020	The Plans are supporting improved water quality and more wildlife, in turn improving peoples' enjoyment of these areas
2.4	Support development of local guidance for Environmental Land Management Schemes (ELMS) for resource protection to inform plans (links to action 3.4)	NE	BCP, BBP, landowners	2019-2022	Farmers are using locally agreed information to achieve better environmental benefits
2.5	Implement Water Sensitive Farming land management engagement and advice	NRT	BCP	2019-2020	Effective farmer engagement is supporting uptake of innovative measures to protect and enhance water and wildlife

2.6	Carry out six litter picks annually to reduce pollution in Broads waterways and support other litter picking initiatives	BA	n/a	Ongoing	Less litter in Broads' waterways is reducing harmful impacts on aquatic and marine food chains
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Focus: Managing existing fen, reed bed, wet grassland and wet woodland

Ref	Detailed Actions	Lead	Partners	Timescale	Desired benefits
Maintain and enhance existing areas of priority fen, reed bed, grazing marsh and wet woodland through site management agreements/prescriptions and support services to site managers					
3.1	Respond to policy consultations to help secure support for wetland management and species conservation (e.g. Net Gain, Environment Strategy, Peatland Strategy and input into Lowland Peatland Agriculture Task Force)	BA	BBP partners also likely to respond	Ongoing	Policy makers are understanding more clearly the impact of their policy decisions on the Broads ecosystems and are making policy changes to help improve management
3.2	Carry out innovative water seepage work at How Hill NNR through management of surface water and catch dykes and creation of greater areas of open water as part of Water Environment Grant	BA (WEG)	RSPB, NWT	2019-2021	Wildlife is being protected and obligations to meet designated site conditions are being met while adapting to a changing climate Natural water seepage is supplying fens and creating conditions for lost fen vegetation communities to re-establish
3.3	Develop collaborative programme of fen management measures additional to those required for agri-	BBP		2021	Farmers and land managers are collaborating to achieve appropriate management to

	environmental schemes (e.g. enhancing natural water seepage and flows, turf ponding, scrapes and foot drains) and seek funding to support farmers and land managers to implement measures				support achievement of biodiversity and wider environmental benefits
3.4	Support development of local guidance for Environmental Land Management Schemes (ELMS) for fen, marsh and woodland to inform plans	NE	BBP, BCP, land-owners	2022	Farmers and land managers are using locally agreed information to achieve better environmental benefits
3.5	Develop proposal for Defra on elements of ELMS to test and trial, including scheme design, role of coordinated advice and farm clusters	BA	BBP, BCP, Farmers and land managers, Defra	2019-2020	Ideas and discussions from the Broads are informing the development of the future ELMS
3.6	Provide advice on wetland management to landowners and organisations on request and during fen management demonstration in Autumn 2019	BLMS	BBP, BRASCA and advisors	Ongoing and 2019	Farmers and land managers are being supported by expert knowledge and appropriate management is being undertaken, working with sustainable businesses and under clear agreements, to create biodiversity and wider environmental benefits
3.7	Provide advice to land managers to deliver maximum benefits for breeding waders, wintering waterfowl and other priority species through effective use of environmental stewardship	BLMS	BBP and advisors	2019-2020	BLMS trial is providing effective ways of farmer engagement and uptake of schemes to result in public benefits e.g. wildlife, carbon in soils

3.8	Revise and implement management plans for How Hill NNR and Buttle Marsh, including detailed consideration of hydrological function	BA	NE	2021	Wildlife is being protected and landowners obligations to meet designated site conditions are being met while adapting to a changing climate
3.9	Manage BA contracted wetland sites in accordance with annual and longer-term management agreements and plans	BA	landowners	Ongoing	Wildlife is being protected and landowners obligations to meet designated site conditions are being met
3.10	Carry out joint review of key management plans such as Breydon, Barton, Hickling and mid-Yare	BBP		Ongoing	Partners are working together to protect wildlife and landowners obligations and designated site conditions are being met
3.11	Test conversion of cut material from wetland agriculture (paludiculture) into products such as biochar and soil improvers, and evaluate product viability and markets as part of CANAPE and Broads Landscape Partnership Scheme: Wild Compost	BA (CANAPE, WMM)	Business, landowners	2019-2022	Business and farmers are more aware of opportunities for new product creation and supply logistics from wetlands. Products are being market tested to develop greater understanding of paludiculture supply chains
3.12	Map paludiculture potential, including reed and sedge harvest, as alternative agricultural system for reducing carbon emissions as part of CANAPE	BA (CANAPE)	Business, landowners	2019-2022	Business and farmers are more aware of opportunities for income generation and markets for products from wetlands
3.13	Implement peat citizen science and peat engagement project as part of CANAPE Interreg project and linkup with citizen science project in ENDURE Interreg project on sand dunes	BA (CANAPE)	BBP	2019-2021	The gained knowledge and skills of 6 th form students are engaging their peers and the community about biodiversity and geodiversity in the Broads

					People's learning about different citizen science projects is improving future projects
3.14	Implement Broads Landscape Partnership Scheme Programme 5: Natural Landscapes Wild Watch and aquatic invertebrate identification training	BA (WMM)	Broads LPS Board, BBP	2019-2021	People are becoming more engaged with biodiversity in the Broads and their knowledge and skills are improving
Define, implement and monitor management regimes for priority species					
4.1	Monitor approved programme for water plants, fen plant transects and water levels at selected sites and Crested Buckler Fern, Swallowtail larvae, butterfly transect, breeding Bittern at How Hill and Buttle Marsh	BA	BBP at non-BA owned or managed sites	Annually	Trends in species populations are being understood in accordance with environment change and management
4.2	Facilitate data input to maintain overview of trends and identify action required where issues are identified	BBP		Ongoing	Trends in species populations are being understood in accordance with environment change and management
4.3	Review EA monitoring network, linkages to BA monitoring network according to funding constraints, management and knowledge priorities	EA	BA	2019/20	Partners are agreeing priorities for the monitoring framework
4.4	Define environmental triggers to support further lake restoration decisions on Trinity Broads	TBP		2019/20	Lake restoration in the Trinity Broads is achieving better results, having been informed by more robust evidence

4.5	<p>Assess findings of surveys and species recovery programmes for Little Whirlpool Ramshorn snail, to inform guidance to farmers, land managers and advisors. Work includes:</p> <ul style="list-style-type: none"> a. Translocate to four sites, monitor monthly b. Monitor ditch translocation for five years c. Monitor to ensure no population effects during wetland creation scheme d. Monitor monthly at three sites for four years, intensive studies on 6 sites, discussing management with landowners e. Steering meetings 	<p>BBP, Abrehart Ecology</p> <ul style="list-style-type: none"> a. Highways England b. WMA c. SWT d. Abrehart Ecology e. AECOM 	BA	Ongoing	Target species are making use of more opportunities to expand in the Broads
4.6	Review data for species recovery programmes for fen raft spider, including next steps, and submit report for national publications such as British Wildlife and Arachnology	Helen Smith (consultant ecologist)	BA, RSPB, SWT	2019/20	Target species are making use of more opportunities to expand in the Broads
4.7	Assess findings of species recovery programmes for Fen Orchid to inform action plan	Plantlife	BBP	Ongoing	Target species are making use of more opportunities to expand in the Broads
4.8	Collect seed from Greater Water Parsnip for species recovery work with schools under Broads Landscape Partnership Scheme Programme	BA	LPS Board, BBP	2019-2020	Target species are making use of more opportunities to expand in the Broads

4.9	Monitor Whitlingham swift tower for nesting success, communicate findings to visitors of site and promote information leaflet on encouraging swift nesting	BA	WCT	annually	Target species are making use of more opportunities to expand in the Broads
4.10	Through Norfolk Local Bat Conservation Plan, make proposals to regulate and manage countryside to deliver greater benefits to bats from planning system and other relevant mechanisms	NE	BTO, BBP		Information on the distribution of bats is helping to protect and enhance the most important local locations for bats
4.11	Monitor <i>nathusius pipistrelle</i> bats around Broads and coast to improve understanding of species migration from Europe and breeding sites around Broads	NBG	BA, ESW	Annually	<i>Nathusius pipistrelle</i> breeding sites are being protected and migration routes are understood to support measures to conserve this species
Define, implement and monitor management regimes for invasive non-native species (INNS)					
5.1	Monitor invasive non-native species (INNS) as part of annual water plant survey	BA		Annually	Trends in invasive non-native species are being better understood in relation to environmental change and management action is better informed
5.2	Undertake direct control of priority INNS on BA land and close to areas with high risk of spread on priority basis	BA	BBP at non-BA owned or managed sites	Annually	Priority INNS are being eradicated or controlled to manageable background level to protect biodiversity, water flow and navigation

5.3	Carry out control programmes for American mink, Floating Pennywort and other priority invasive non-native species	NNNSI		Annually	Priority INNS are being eradicated or controlled to manageable background level to protect biodiversity, water flow and navigation
5.4	Carry out 'Check Clean Dry' and 'Be Plant Wise' awareness campaigns in Broadcaster, Broadsheet and key waterway access points	BA	Parish Councils	Annually	The public are helping to prevent the spread of INNS and playing their part in protecting their local biodiversity, water flow and navigation
5.5	Communicate success of biological control for Himalayan Balsam around River Bure and if successful roll out to other areas	NNNSI		2019	Himalayan Balsam stands are reducing their vigour and spread

Focus: Extending and creating new areas of high biodiversity value habitat, habitat networks and buffer zones within the Broads catchment

Ref	Detailed Actions	Lead	Partners	Timescale	Desired benefits
Create 'bigger, better and more joined up' areas of priority habitat by identifying opportunities and developing site specific plans for new habitat areas, connections, buffer zones and pollinator networks					
6.1	Develop vision for Hickling and other Broads Living Landscapes projects, including reed swamp protection and creation by using dredged sediment	NWT	BA, NE, EA	Ongoing	Landowners and local people are being motivated around a single vision to do more for biodiversity and sustainable management

6.2	Deliver Suffolk Broads project creating larger areas of wetland, including habitat creation by using dredged sediment	SWT (HLF)	BA	Ongoing	Wetland species have larger areas managed for their needs and are able to move through a landscape, becoming more resilient to change including climate change
6.3	Deliver Bure and Thurne Broads Project creating larger areas of wetland	NWT	BBP	Ongoing	Wetland species have larger areas managed for their needs and are able to move through a landscape, becoming more resilient to change including climate change
6.4	Implement Natural Flood Management and River Restoration Projects, such as Upper Bure, Badley Moor on River Tud and Sculthorpe Moor, including fish habitat improvement plans	Various partners within BCP		Ongoing	River species are having better places to live, breed and eat, and the water flow regimes to allow them to survive
6.5	Implement programme of Catchment Sensitive Farming advice	NE, EA, Water Companies, NRT	BCP	Ongoing	Landowners are being supported by expert knowledge and the appropriate management is being undertaken, under clear agreements, to support achievement of wider environmental benefits and biodiversity
6.6	Deliver Broads Priority Landscape project, including development of Broads Land Management Services helping landowners create larger wildlife-rich areas (projects 3E1 and 5A within the HLF LPS WMM)	RSPB (WMM)	BBP, local FWAG, Claritie	2018- 2022	Wetland species have larger areas managed for their needs and are able to move through a landscape, becoming more resilient to change including climate change
6.7	Coordinate delivery of actions in Ant Valley as described in WEG project	RSPB	BA, BC , NWT	2019- 2020	Fen is being restored, and removal of acidic influence protecting Fen Orchid colonies and

					understanding of ecohydrology and impact of groundwater input on habitat condition is improving
6.8	Consult and decide on water abstraction licences based on ecological and hydrological evidence	EA	NE, BA, NFU, land managers and farmers	Ongoing	Protected areas that support sensitive water dependent habitats and species are being maintained and sites that have deteriorated are showing signs of recovery
6.9	Respond to planning applications and policy consultations to support ecosystem management and species conservation (such as Net Gain)	BA and other appropriate organisations		Ongoing	Planning applicants and policy makers are understanding more clearly the impact of policy decisions on the Broads ecosystems and are making changes that improve ecosystem functioning
6.10	Advise landowners and organisations, including Parish Councils, on managing land to extend more nature friendly land management and buffers for nature areas	NE and other appropriate organisations	EA, local FWAGs, NRT, BA	Ongoing	Landowners are being supported by expert knowledge and the appropriate management is being undertaken, under clear agreements, to support achievement of biodiversity and wider environmental benefits
6.11	Support development and implementation of Green Infrastructure and Recreational Avoidance and Mitigation Strategy to inform spatial planning decisions and policy	BA	Norfolk Strategic Planners Group	2020	The biodiversity value of sites is being protected from increasing recreational pressure and mitigation measures are being costed and put in place through Local Plans
6.12	Develop Local Natural Capital Plan and Norfolk and Suffolk Nature Recovery Strategy and key sites for improvement	NCC, SCC	BBP	2019	The delivery of the 25-year Environment Plan is becoming better integrated through local natural capital plans for specific places in England

Improve partnership coordination and communication of Broads biodiversity monitoring and research efforts, linked to national biodiversity network					
7.1	Look for external funding for modelling of sea-level rise in Broads and likely impact on Swallowtail breeding sites (and those of other freshwater dependant species)	BCCP	Academic institutes		Translocation is being more clearly recognised and used
7.2	Research detailed ecology of Swallowtail and its food plant milk parsley, including impact of salty water on the plant	UEA	BBP, Swallowtail & Birdwing Butterfly Trust	2019/20	Potentially costly translocations are being based on more robust evidence, bringing more chance of success
7.3	Disseminate findings of research on water connection and environmental degradation in influencing species distributions and potential for species recovery as water quality improves	Hydroscape (NERC)	BA, EA, NE	2019-2020	Water management organisations are acting from better understanding about the impact of water connection on the control of invasive species and diseases of wildlife and humans at international, national and local level
7.4	Research movements of fish in Broads via fish tracking	Portsmouth University	EA, Anglers	2018-2021	Water management organisations and anglers have a better understanding about the impact of waterway management on fish movement and are creating sustainable fisheries
7.5	Research historical microplastic pollution in Broads compared to more pristine waterways and report results to BBP and BCP	UCL	BA, NWT	2019-2022	The start time and extent of microplastic pollution is being understood more clearly
7.6	Send all wildlife records to NBIS including setting up systems to	BBP	NBIS	Ongoing	Better species abundance and distribution data is informing development and management

	support public to submit wildlife records				
7.7	Update research topics identified at Fen Research Workshop 2017 and Lake Review 2015, and send research opportunities to academic institutes to attract research students to work with BBP	BA	BBP	2022	Academic research in the Broads is supporting better management regimes
7.8	Produce series of Broads wildlife identification books to promote public awareness and monitoring of species	NBIS	BBP, NCP	2019-2022	The public are recognising and reporting sightings of Broads species, creating stronger public interest and providing stronger data to inform management

(end of tables)

8 Broads biodiversity and water partners

Many organisations, groups and individuals contribute to the planning and implementation of actions in the Broads Broad Biodiversity and Water Strategy, including those listed below. Please note that this is not an exhaustive list, and numerous others help to care for the Broads.

Anglian Water is a landowner and provides a water supply to much of the Broadland catchment and sewerage services throughout the catchment.

The **British Reed Growers Association** represents reed growers from all parts of England, Scotland and Wales. The Association maintain close links with the thatching trade, environmental groups, government agencies and local authorities with the aim of promoting this important rural industry and maintaining our stake in the world market.

The **Broadland Catchment Partnership** aims to improve the water environment and provide wider benefits for people and nature through a coordinated catchment-based approach. The BCP is co-hosted by the Broads Authority and Norfolk Rivers Trust. Partners include Anglian Water, Environment Agency, Essex & Suffolk Water, NFU, Natural England, Norfolk County Council, Norfolk and Suffolk Farming and Wildlife Advisory Groups, Norfolk Wildlife Trust, River Waveney Trust, RSPB, Rivers Trust, Suffolk County Council, Suffolk Wildlife Trust, University of East Anglia and Water Management Alliance.

The **Broads Authority** has a statutory duty to conserve the natural and cultural heritage of the Broads, promote its understanding and enjoyment, and protect the interests of navigation. It is the local planning authority and a harbour and navigation authority. It conserves biodiversity and water on its nature reserves around the River Ant and on third party sites, furthering environmental policies and principles through planned development, education and community engagement.

The **Broads Biodiversity Partnership** seeks to improve biodiversity through a coordinated approach. The group is hosted by the Broads Authority. Partners include Norfolk Wildlife Trust, Suffolk Wildlife Trust, RSPB, Butterfly Conservation, Dragonfly Society, Anglian Water, Environment Agency, Essex & Suffolk Water, Natural England, Norfolk County Council, River Waveney Trust, Suffolk County Council, University of East Anglia and the Water Management Alliance.

The **Broads Climate Partnership** is a high-level forum to coordinate debate about climate change and sea level rise issues and options for the Broads. Its members include the Broads Authority, Environment Agency, Natural England, National Farmers Union, local authorities and the University of East Anglia.

The **Broads Environmental Education Network (BEEN)** involves around 40 organisations such as education bodies, charities, businesses and visitor attractions, all with a common goal to improve people's understanding of the Broads. It supports the development of 'Broads Curriculum' online education resources for schools.

The **Broads Land Management Service** is a 'one stop shop' where conservation bodies working in the Broads can offer advice to landowners through agricultural advisors and services. Partners include the Broads Authority, Natural England, Norfolk/Suffolk FWAG, RSPB and the local Wildlife Trusts.

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

Broads Tourism (Visit the Broads) acts as a forum for local tourism businesses. It aims to promote the Broads as a high quality, 'green' visitor destination through quality standards, staff training and clear, coordinated messages that define the area's status and special qualities.

Butterfly Conservation aims to halt and reverse the declines of the most threatened butterflies and moths in the UK.

Community Conservation Groups, Societies and Trusts: In and around the Broads are several initiatives that aim to enhance and record biodiversity, including Acle Lands Trust, Blofield and District Conservation Group, Little Ouse Headwaters Project, Norfolk Conservation Corps, Norfolk Rivers Trust, Norfolk and Norwich Naturalists Society, The Conservation Volunteers, River Waveney Trust.

The **Country Landowners Association** is the membership organisation for owners of land, property and businesses in rural England and Wales. It safeguards the interests of landowners, and those with an economic, social and environmental interest in rural land.

The Broads Authority Executive Area straddles two county areas (Norfolk and Suffolk) and six **local council** areas - Broadland, East Suffolk, Great Yarmouth, North Norfolk, Norwich City and South Norfolk. The councils provide a range of community services with planning being the most significant for biodiversity and water. The coastal councils are also coastal erosion risk management authorities.

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

Essex & Suffolk Water is a landowner, and supplies water to parts of the south and east of the Broads catchment.

The **Greater Norwich Development Partnership** involves Broadland, Norwich City and South Norfolk councils working together on a Joint Core Strategy (JCS), setting out a long-term vision and development objectives for the area, including biodiversity and water. The Broads Authority executive area extends into the JCS area and must be regarded in that strategy.

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

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

The **National Farmers Union** champions British farming and provides professional representation and services to its farmer and grower members. 'Why Farming Matters to the Broads' sets out an NFU vision to support and encourage a sustainable future for the Broads.

The **National Trust** is a charity working to preserve and protect historic places and spaces. It is one of the UK's largest landowners and owner of a large number of heritage properties, including historic houses and gardens, industrial monuments, and social history sites. The National Trust owned and tenanted land around the Broads coast and the River Bure catchment has an overall aim to maintain and enhance biodiversity.

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

The **New Anglia Local Enterprise Partnership** works with businesses and public sector partners to help grow jobs in Norfolk and Suffolk. The two counties are global leaders in life sciences, food and agriculture and the 'all energy' sector. The LEP is also the Government's Green Economy Pathfinder leader.

The **Norfolk Biodiversity Partnership** has a shared vision for the conservation, enhancement and restoration of the county's biological diversity. The partnership run topic groups, such as the Communities and Nature as well as sponsored Biodiversity Awards each year.

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

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

The **Norfolk Geodiversity Partnership** records, conserves and promotes appreciation of the county's geological and geomorphological diversity, through the Norfolk Geodiversity Action Plan.

The **Norfolk Non-Native Species Initiative** (NNSI) coordinates action and information for priority alien invasive species, including control programmes for mink and Floating Pennywort.

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

There are 89 **parish councils** partly within the Broads Authority executive area. They are the level of government closest to the community, representing local interests, delivering services to meet local needs and working to improve community life and wellbeing, including the local environment.

The **RSPB** is Europe's largest nature conservation charity. It works across the UK to protect special places for wildlife, save species from extinction and create opportunities for people to experience and help protect wildlife and nature. It does this through its network of nature reserves, land management on third party sites, promoting environmental policies and principles, and environmental campaigns and education.

The **Whitlingham Charitable Trust** was set up in 1988 to manage Whitlingham Country Park as an open place where the public can enjoy quiet pursuits in a rural environment. The Broads Authority has responsibility for the day-to-day management of the Park and the Flint Barn visitor centre. Norfolk County Council manages the water space and Whitlingham Adventure.

The **Wild Anglia Local Nature Partnership** aims to enhance the natural environment of Norfolk and Suffolk through effective partnership working with business and communities, developing a series of discussions 'Wild Words'.

DRAFT

Annex 1 Glossary

AECOM contractor
AONB Area of Outstanding Natural Beauty
AW Anglian Water
BA Broads Authority
BASG Broads Angling Strategy Group
BBP Broads Biodiversity Partnership
BBWS Broads Biodiversity and Water Strategy
BCCP Broads Climate Partnership
BCP Broadland Catchment Partnership
BIFFA Business waste company
BLMS Broads Land Management Service
BLPS Broads Landscape Partnership Scheme
BRASCA Broads Reed and Sedge Cutters Association
BTO British Trust for Ornithology
CAMS Catchment Abstraction Management Strategy
CANAPE Creating a New Approach to Peatland Ecosystems, EU Interreg
CS Countryside Stewardship
CSF Catchment Sensitive Farming
EA Environment Agency
ELMS Environmental Land Management Scheme
ESW Essex & Suffolk Water
FWAG Farming & Wildlife Advisory Group
HLF Heritage Lottery Fund
IDB Internal Drainage Board
INNS Invasive Non-Native Species
LPS Landscape Partnership Scheme
NBG Norwich Bat Group
NBIS Norfolk Biodiversity Information Service
NCC Norfolk County Council
NCP Norfolk Coast Partnership
NE Natural England
NERC National Environment Research Council
NNNSI Norfolk Non-Native Species Initiative
Norwich CC Norwich City Council
NRT Norfolk Rivers Trust
NWT Norfolk Wildlife Trust
SAC Special Area of Conservation
SCC Suffolk County Council
SSSI Site of Special Scientific Interest
SWT Suffolk Wildlife Trust
TBP Trinity Broads Partnership
UCL University College London
UEA University of East Anglia
WCT Whitlingham Charitable Trust
WEG Water Environment Grant
WFD Water Framework Directive
WMM Water Mills and Marshes, HLF Landscape Partnership

Annex 2 Links to more information

NB. Some links to be updated in final plan

Anglian Water / Essex & Suffolk Water management plans www.anglianwater.co.uk
www.eswater.co.uk/your-home/Planning-for-the-future.aspx

Biodiversity 2020: A strategy for England's wildlife and ecosystem services
<https://www.gov.uk/government/publications/biodiversity-2020-a-strategy-for-england-s-wildlife-and-ecosystem-services>

Broadland Catchment Abstraction Management Strategy
<https://www.gov.uk/government/publications/cams-broadland-abstraction-licensing-strategy>

Broadland Flood Alleviation Project www.bfap.org/

Broadland Rivers Catchment Flood Management Plan
<https://www.gov.uk/government/publications/broadland-rivers-catchment-flood-management-plan>

Broadland Rivers Catchment Plan (2014) <https://broadlandcatchmentpartnership.org.uk/>

Broads Angling Strategy (2013) <http://basgonline.org/document-library/>

Broads Biodiversity Audit (2011) http://www.broads-authority.gov.uk/_data/assets/pdf_file/0020/412922/Broads-Biodiversity_audit_report.pdf

Broads Climate Adaptation Plan (2016) www.broads-authority.gov.uk/_data/assets/pdf_file/0004/709159/Climate-Adaptation-Plan-Summary.pdf

Broads Education Strategy (2017) http://www.broads-authority.gov.uk/_data/assets/pdf_file/0010/964270/Broads-Education-Strategy-2017-22-FINAL-APPENDIX-1.pdf

Broads Integrated Access Strategy (2013) <http://www.broads-authority.gov.uk/looking-after/managing-land-and-water/recreation-and-tourism/access>

Broads Fen Research workshop (2017) Presentation: http://www.broads-authority.gov.uk/_data/assets/pdf_file/0006/994443/Kelly_Overview_-Fen-Workshop.pdf Notes: http://www.broads-authority.gov.uk/_data/assets/pdf_file/0004/994432/Broads-Fen-Workshop-2017-research-questions.pdf

Broads Lake Review (2015) http://www.broads-authority.gov.uk/_data/assets/pdf_file/0006/549114/Broads-Lake-Review.pdf

Broads Lake Restoration Strategy (2008) http://www.broads-authority.gov.uk/_data/assets/pdf_file/0007/412486/LakeRestorationStrategy.pdf

Broads Landscape Character Assessment (2006, update 2017) <http://www.broads-authority.gov.uk/planning/planning-policies/landscape-character-assessments>

Broads Reed and Sedge Cutters Association Action Plan http://www.broads-authority.gov.uk/_data/assets/pdf_file/0019/416413/Action_Plan_for_the_Reed_and_Sedge_Cutting_IndustryMay2012.pdf

Broads Volunteer Strategy (2017) http://www.broads-authority.gov.uk/_data/assets/pdf_file/0011/964271/Broads-Volunteer-Strategy-2017-22-FINAL-APPENDIX-2.pdf

Greater Norwich Joint Core Strategy www.greaternorwichgrowth.org.uk/planning/joint-core-strategy/

Making Space for Nature (2010) <https://webarchive.nationalarchives.gov.uk/20130402170324/http://archive.defra.gov.uk/environment/biodiversity/documents/201009space-for-nature.pdf>

National Character Area profile: 80. The Broads (2015) <http://publications.naturalengland.org.uk/publication/11549064>

River Wensum Strategy https://www.norwich.gov.uk/info/20346/river_wensum_strategy

UK Government 25-year Plan for the Environment <https://www.gov.uk/government/publications/25-year-environment-plan>

Water, Mills and Marshes: Broads Landscape Partnership <https://watermillsandmarshes.org.uk/>

Annex 3 Summary of achievements BBWS 2013-2018

This section highlights achievements from the Biodiversity and Water Strategy (BBWS) 2013-2018. It is set out under the headings in the Broads Plan (2017) with cross-referenced actions from the BBWS shown in [brackets].

Focus: Restoring, maintaining and enhancing water quality to achieve 'good' ecological status/ potential

Broads Plan Objective 2.1: Carry out lake restoration, maintenance and enhancement works; use monitoring evidence to trial and implement further innovative lake restoration techniques

[BBWS 2013-2018 Actions 1:1, 2.1]

- Hickling Broad reed swamp restoration carried out to benefit wildlife and reduce further reed swamp decline (BA, NWT)
- Further one hectare of reedbed creation underway at Hickling Broad (BA, CANAPE)
- Biomanipulation techniques investigated at Sotshole Broad to improve water quality and biodiversity (BA)
- Major lake restoration project underway at Hoveton Great Broad to improve water quality and enhance biodiversity (NE, EA)
- River Waveney fish by-pass/barrier removal project (EA, RWT) and Waveney TraC Project (BCP) carried out
- Fisheries tagging project implemented to map movement of pike and bream in Broads waterways (EA)
- Biomanipulation techniques trialled at Ranworth Broad to improve water quality and enhance biodiversity (BA, NWT)
- Annual water plant survey undertaken using improved methodology ; recovery of water plants in Hickling recorded (BA)
- River water plant survey extended, with overall improvement in aquatic plants; recovery of water plants in upstream reaches of rivers recorded (BA)

Broads Plan Objective 2.2: Promote and implement measures to reduce point and diffuse pollution into the floodplain and water courses, commensurate with EU/national water and habitat targets with sustainable farming

[BBWS 2013-2018 Action 2.3]

- Projects carried out to reduce agricultural run-off (soil, nutrients and pesticides) through WaterLIFE/WWF & Cola-Cola Partnership 2016-18 (NRT, RT), Tesco 2017 (BA)
- Ecosystem services mapped for water quality and surface water run-off risk (BA)
- Partners working with farmers and advisers on new environmental land management: workshop 2014 (NFU/BA), agri-environment meetings 2017-18 (BA, NE, NFU)
- Nutrients reduced in watercourses from public and private waste water: Septic tank campaigns 2014-18 (EA, AW), Keep it Clear Campaign 2014-18 (AW)
- Constructing wetlands project discussions held in 2018 (NRT, AW, EA)

- Water capture and water efficiency measures carried out through 'Love Every Drop' (AW) and 'Every Drop Counts' (ESW)
- Farm and water quality improvement projects carried out in 2015-18, e.g. Pesti-Wise (ESW), Slug it Out (AW)
- Wetland edge hydrological improvements achieved through three catch dyke projects (NE, BA)
- Two successful barrier deployments completed in 2018 to help protect c.100, 000 fish in boatyard at Potter Heigham (EA); modelling undertaken on other fish barrier solutions for the Broads to help protect fish from saline incursions (EA)
- More than 200 abstraction licence compliance and emergency planning visits prioritised in 2018 on Rivers Ant, Bure, Thurne and Wensum in 2018 (EA)
- 50 pollution prevention advice visits undertaken during 2018, visiting industrial estates at Fakenham and North Walsham to help protect the Broads river catchment (EA)
- Eleven engineered silt traps constructed in the Broads catchment since 2015 (BCP)
- Water abstraction licences relating to the Ant Broads and Marshes SSSI reviewed to help protect wetland habitats (EA, NE, BA)
- Hydro-ecology investigations undertaken for a number of fen sites, including Catfield and Barton Fens, to help understanding of water flow and management decisions.
- 121 Catchment Sensitive Farming grants paid to landowners between 2013-16, with more than 5,700 stakeholders engaged as part of CSF visits in 2018 (NE)

Broads Plan Objective 3.1: Maintain and enhance existing areas of priority fen, reed bed, grazing marsh and wet woodland through site management agreements/ prescriptions and support services to site managers

[BBWS 2013-2018 Action 1.1, 2.1]

- More than 130 turf ponds created in Ant valley of various sizes up to 0.5 ha (RSPB, BA)
- Grazing marsh reconnected to floodplain at Hickling Broad NNR, amounting to more than 40 ha (NWT, EA)
- BLMS engaged with 50+landowners over combined area of 2,000+ha to support creation of breeding wader habitat
- 13 ha scrub clearance and 3 km of ditch restoration completed and Fen Orchid counted and mapped at Sutton Fen and Catfield Fen (funded by WREN and HLS capital fen restoration grant) (RSPB)
- 1km of channel restored in Little Ouse Headwaters (LOHP)
- 34 km of reed margin managed for conservation at Trinity Broads (ESW, NWT, NE)
- Areas managed for commercial reed and sedge increased, with additional conservation cutting and scrub removal by reed cutters and support from Prince's Countryside Fund grant; 21 cutters now working in the Broads (BA, BRASCA)
- Fen habitat managed by BA: 180 ha in favourable condition
- Methodology developed for sensitive management of tree and scrub along river corridor, including purchase of tree shear machinery (BA)

- Softrack fen harvester and two excavators purchased for future sensitive management of wetland sites (BA)
- Creation and marketing of new products from reed developed through CANAPE project (CANAPE partners)

Broads Plan Objective 3.2: Define, implement and monitor management regimes for priority species

- Breydon Water retains accolade of 10th most important estuary for wintering birds with numbers between 80,000 and 120,000 in all years
- Wetland Bird counts (WeBS) completed annually at fourteen sites (BA)
- Fen Orchid recovery project undertaken at Sutton and Catfield Fens, with successful population increases to 12,000 plants (from less than 1,000 in 1996) and at twelve sub-sites; three translocations to former sites in 2017. Species no longer considered threatened (Plantlife)
- Fen raft spider population increased from one to four well-established sites, from two newly-established populations in 2013 (H Smith, NE, SWT, BA, Love the Broads)
- Swallowtail butterfly transects monitored annually at nine sites in the Broads (BC, Partners)
- Scarce vapourer moth recorded at Sutton Fen (RSPB)
- Booming and breeding bittern monitored annually at 25 sites in the Broads (RSPB, Partners)
- Between 9 -12 pairs of Crane sustained in the Broads between 2013-2018, with likelihood these pairs have produced birds to help populate other areas in UK.
- Broads barn owl project installed 50 nest boxes for barn owl and kestrel, all monitored annually with c.50 landowner visits completed to advise on habitat management and creation (BA)
- New subspecies of Lesser water-plantain (*Baldellia ranunculoides* ssp. *Repens*) discovered at Sutton Fen, Burgh Common and East Ruston Common
- Veilwort *Pallavicinia lyellii* discovered at Barton Fen in 2014 by J Parmenter, a new record for the Broads.
- Important populations of bladderwort (*Utricularia intermedia* s.s) found at Catfield Gt Fen and potentially at Upton Decoy subject to verification
- Eight fen vegetation monitoring transects established on priority vegetation types to record long-term change in relation to climate changes and sea level rise
- 200 grazing marsh ditch points surveyed across Waveney valley to review ecological status of plants and invertebrates since 1997 survey
- Grass-wrack pondweed (*Potamogeton Compressus*) turions being retained during weed cutting management (Broads IDB)

Broads Plan Objective 3.3: Define, implement and monitor management regimes for invasive non-native species

[BBWS 2013-2018 Action 2.6]

- Mink workshop 2014 (NBIS, BA), Wensum balsam bash 2017 (NCC), Floating Pennywort removal 2014-18 (EA,RWT, BA)

- More than 130 non-native species control and advice programmes completed between 2013-2017 including contract spraying and ongoing eradication at Snipe Marsh (BA)
- Floating Pennywort eradication continuing on River Waveney
- More than 400 mink rafts/traps on loan to c.300 volunteers from Norfolk Mink Project; more than 300 mink caught between 2013 and 2018 in Broads river catchment.

Focus: Extending and creating new areas of high biodiversity value habitat, habitat networks and buffer zones within the Broads catchment

Broads Plan Objective 4.1: Create ‘bigger, better and more joined up’ areas of priority habitat by identifying opportunities and developing site specific plans for new habitat areas, connections, buffer zones and pollinator networks

[BBWS 2013-2018 Actions 1.2, 2.1, 2.2]

- Visitor surveys conducted at EU protected sites across Norfolk to inform impacts of housing development 2015-16 (LPAs)
- Norfolk Habitat mapping, Green Infrastructure Mapping 2018 (NCC), and Broadland Catchment Partnership Ecosystem services opportunity mapping 2014-17 (BA) carried out
- WMA, Broads IDB, RSPB, BA and NE successfully obtained EA grant for Halvergate Fleet scheme. 4.5km high level water carrier, creating scrapes and wet areas to benefit breeding waders, climate change mitigation and wetland species.
- 140 ha added to Carlton Marshes nature reserve near Lowestoft, creating a 404ha landscape-scale nature reserve and visitor centre
- 66 ha added to Berney Reserve and 444 ha restored to create conditions for breeding and wintering birds
- 40 ha of new wetland added at Potter Heigham Marshes, including 20 ha of reedbed to compensate for anticipated loss of European-designated reed beds on East Anglian coast due to future sea level rise and coastal erosion
- 35 ha ‘Drake’s Fen’ purchased south of Sutton Fen to extend fen management
- 6 ha of new sites added to Little Ouse Headwaters Project across three sites
- Successful funding drawn in: Carlton HLF and other £5M (SWT); CANAPE EU Interreg £1.2M (BA); Water Mills and Marshes HLF £4.5M (BA); Hoveton Broad EU LIFE and HLF £1.9M (NE); WREN land purchase Loughlin’s at Berney £974K (RSPB); Hickling donations and Garfield loan £1M (NWT); HLF £153K and Esmée Fairbairn Foundation £60K (LOHP)

Broads Plan Objective 4.2: Improve partnership coordination and communication of Broads biodiversity monitoring and research efforts, linked to national biodiversity network

[BBWS 2013-2018 Actions 3.1, 3.2, 3.3, 3.4, 3.5, 3.6]

- National Chartered Institute of Ecology and Environmental Management CIEEM Award received for Little Ouse Headwaters Project
- 3 individuals gained NBP awards for their work in the Broads, 8 Norfolk FWAG farm conservation competition entrants, 4 runners up and 1 winner of the Ian MacNicol Memorial trophy, 1 National FWAG/Waitrose Silver Lapwing award winner
- 8 new fen vegetation monitoring transects set up with transects planned at Sutton and Catfield in 2019 (BA)
- Aquatic macrophyte survey undertaken annually with more than 20 years of species data (BA)
- Turf ponds surveyed annually for plants with complementary invertebrate surveys (BA, RSPB)
- Catch dykes in Bure and Ant valleys assessed and baseline data collected at three sites (NE, BA)
- Long-term salinity study being developed for Reedham marsh dykes and How Hill (BA)
- Annual monitoring of breeding barn owl/kestrel and other nest boxes undertaken (BA, **NRG**, volunteers)
- Broads school project carried out to understand fen peat depth to support peatland management (CANAPE)
- Wild Watch Camera Project public engagement project underway (HLF, BA)
- Post Graduate research undertaken to further environmental understanding in the Broads:
 - Phoslock PhD - Centre for Ecology and Hydrology 2015-2018
 - Carbon in fens two PhDs - Queen Mary University London 2013-2016
 - Killer shrimp PhD - Kings College London
 - Salinity in Thurne PhD - University College London 2015 - 2018
 - Flooding modelling prediction PhD – UEA 2016 - 2019
 - Fen dyke investigation MSc – UEA 2013
 - Investigating Upper Thurne pumped catchment MSc – Cranfield University 2017
 - Relationship between Fen Orchid and red deer at Sutton and Catfield MSc – University of South Wales
 - Investigating nutrient and sediment at Sutton fen MSc - Cranfield 2013
 - 'Is Sutton Fen natural' investigating peat at Sutton– QMUL 2016
 - Vegetation preferences by fen raft spiders with view to informing ditch management- Birkbeck
 - Prymnesium PhD - John Innes Centre
- Known universities working in the Broads: Cranfield, QMUL, UCL, Kings College London, University of South Wales, Stirling, Edinburgh, CEH, UEA and John Innes Centre (Norwich), Birkbeck (London), Glasgow, Lancaster
- Major research bids/grants/projects more than £10k including NERC Hydroscape, ARISE, SWARR, Prymnesium
- 10 cuckoos tagged in Broads to help investigate significant decline in UK migratory bird numbers 2013-18

- *Nathusius pipistrelle* project 2018: 43 surveys, 20 sites, 31 volunteers, estimated 650 volunteer hours, 81 *Nathusius pipistrelles* ringed
- Norfolk Bat Survey demonstrated importance of Broads for bats including barbastelle, *Nathusius pipistrelle* and *Alcathoes*
- Scientific papers published Scopus searches using ‘Norfolk Broads’ and ‘Broadland’ in last 5 years resulted in 5 peer reviewed publications

Footnotes

ⁱ [RAPID LIFE](#) project (2017-2020) A holistic approach to Invasive Alien Species management in freshwater aquatic, riparian and coastal ecosystems across England

ⁱⁱ State of Nature Report (2016) DB Hayhow, F Burns, MA Eaton, N Al Fulaij, TA August, L Babey, L Bacon et al - The State of Nature partnership

ⁱⁱⁱ State of the UK Climate (2017) Supplementary report on Climate Extremes. Met Office, National Climate Information Centre

^{iv} The Intergovernmental Panel on Climate Change (2018) Latest predictions

^v Bradley, S. L., Milne, G. A., Teferle, F. N., Bingley, R. M. & Orliac, E. J. (2009) Glacial isostatic adjustment of the British Isles: new constraints from GPS measurements of crustal motion. *Geophysical Journal International*, 178, 14-22.

^{vi} Environment Agency (2015) The Value of Angling in Essex, Norfolk & Suffolk (ENS) Area; A summary of published facts and figures relevant to freshwater fisheries

^{vii} Border JA, Newson SE, White DCJ, Gillings S, (2017) Predicting the likely impact of urbanisation on bat populations using citizen science data, a case study for Norfolk, Landscape and Urban Planning (162)

Broads Authority

26 July 2019

Agenda item number 15

Permissive path at Reedham

Report by Director of Operations

Summary

A section of the Wherryman's Way long distance footpath at Reedham, used by agreement with the landowner, was closed for safety reasons in 2015 after an inspection by Broads Authority officers. The Broads Local Access Forum has recommended that a public footpath should be created over this route.

Recommendation

Broads Authority officers continue discussions with Norfolk County Council and Reedham Parish Council to find a collaborative solution to this missing permissive path link.

1. Introduction

- 1.1. For some time, Reedham Parish Council has been negotiating with the landowner of a closed section of the Wherryman's Way long distance footpath at Reedham, in an attempt to finalise an agreement to allow work to start with a view to reinstating the permissive route.
- 1.2. At the Broads Local Access Forum (BLAF) meeting on 5 June 2019, BLAF members were updated on the progress of the negotiations and took the view that they were unlikely to succeed. They resolved to recommend to the Broads Authority that it should create a public footpath over the route and propose to the Norfolk Local Access Forum that it write in similar terms to Norfolk County Council (see copy of formal letter from BLAF Chair in Appendix 1).
- 1.3. Norfolk County Council and the Broads Authority are required under the relevant sections of the Countryside and Rights of Way Act to 'have regard, in carrying out their functions, to any relevant advice given to them' by their Local Access Forums. 'Having regard' means that, although not bound to follow such advice, the Council and Authority are required to take it into account in carrying out their functions.
- 1.4. The Council, as the Highway Authority, and the Authority have powers, by way of a public path creation order under the S26 of the Highways Act 1980, to institute the creation of a public footpath or bridleway for conformation by the Secretary of State.

They have to be satisfied that it is expedient that the path or way should be created, having regard to:

- a. the extent to which the path or way would add to the convenience or enjoyment of a substantial section of the public, or to the convenience of persons resident in the area, and
 - b. the effect which the creation of the path or way would have on the rights of persons interested in the land, account being taken of the provisions as to compensation
- 1.5. Wherryman's Way is managed by the Norfolk Trails team at the Council. There are 12 circular walks on the route between Norwich and Great Yarmouth, one of them being the Reedham circular walk that includes the section of former permissive path. Each walk comes with directions, a map and ground way markers.

2. Next steps

- 2.1. Before taking any formal action, it would be advisable to liaise closely with Norfolk County Council, Reedham Parish Council and the landowner to determine the exact situation and the issues preventing this footway being repaired and opened. We would also need to understand the financial and operational implications for the Authority if more formal powers were to be used.

Author: Rob Rogers

Date of report: 20 June 2019

[Broads Plan](#) objectives: 6.1

Appendix 1 – Letter from Broads Local Access Forum Chair Keith Bacon

Appendix 2 – Map of Reedham

Appendix 1

Letter from Broads Local Access Forum Chair Keith Bacon



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2 July 2019

Dear Broads Authority

This letter constitutes formal advice from the Broads Local Access Forum (BLAF).

The Forum would like to advise the Broads Authority that it should create a public footpath under the S26 of the Highways Act 1980 in Reedham. The proposed footpath would link the right of way along the riverbank from Reedham Ferry to Station Road, in the interest of the general public. This follows the failure to achieve a Permissive Path agreement with the landowner on an important short section of the Wherryman's Way long-distance trail.

The Broads Authority is required, in accordance with section 94(5) of the Countryside and Rights of Way Act 2000, to have regard to relevant advice from BLAF in carrying out its functions.

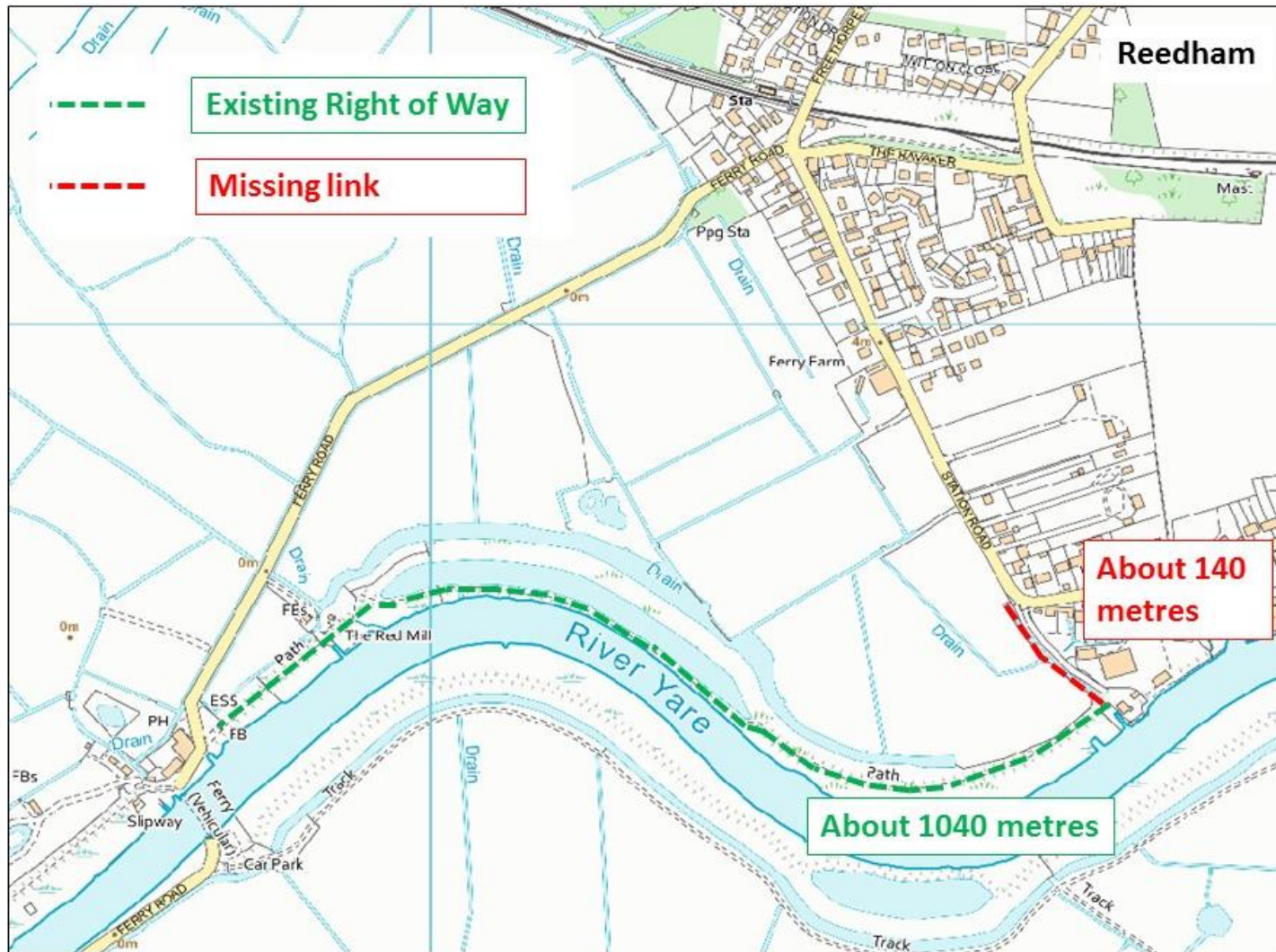
Yours faithfully

A handwritten signature in blue ink, appearing to read 'K Bacon'.

Dr Keith Bacon
Chair, Broads Local Access Forum

Appendix 2

Map of Reedham



Broads Authority

26 July 2019

Agenda item number 16

External funding

Report by Chief Executive

Summary

This report develops initial work by members and officers on the Broads Authority's strategic approach to external funding, and proposes principles and key areas of work.

Recommendation

To agree the proposed principles and key areas of work for external funding, to be developed by officers for further discussion with members.

1. Introduction

- 1.1. The Broads Authority pursues external funding to help deliver the Broads Plan, linked guiding strategies and relevant corporate plans. External funding also raises our profile and impact by creating or expanding opportunities to work with partners and local communities.
- 1.2. We have a good track record of winning external funding and are currently leading two major partnership projects. CANAPE (Creating a New Approach to Peatland Ecosystems) is an EU funded project involving 14 partners across five EU countries including the UK and realising multiple benefits for navigation and wildlife. The National Lottery Heritage Fund 'Water, Mills and Marshes' Landscape Partnership Scheme involves 38 projects and 55 partners, with a focus on the drained grazing marsh landscape of the Great Estuary. It is implementing a full conservation action plan with improvements to heritage, habitat, landscape awareness and the local economy. These two projects have a combined budget of around £9m over 5 years.
- 1.3. We are also actively involved in habitat enhancement through the RSPB Water Environment Grant (WEG) for the Ant Broads and Marshes SSSI restoration project. This will see our staff delivering 'PC Lake' evaluation techniques, constructing catch-dykes at How Hill and creating shallow scrapes at Clay Rack Marshes. We will also be supervising contractors using an amphibious 360° machine at Reedham marshes.

- 1.4. We recently supported a successful bid by the Norfolk Wildlife Trust for a BIFFA award for restoration work in the Bure and Ant Valleys. The award will fund the replacement by the Trust of the Authority's barriers in Barton Broad and extend the restoration activity to Ranworth Broad.
- 1.5. We have developed a close working relationship with Norfolk County Council officers and supported them in the recently announced EU funded EXPERIENCE programme, whose aim is to foster experiential tourism to extend the visitor season. It will run from September 2019 to March 2023 and involve 14 partners in six regions (Norfolk, Kent, Cornwall, Pas-de-Calais, Compiègne and Brittany), and has a total value of €23.3m. For the Authority it involves two projects, a continuation of the innovative National Park Experience promotion and Phase 2 of the road signage project. The total budget cost for the Authority's project is £254,079, of which £166,966 will be funded by ERDF and the balance by the Authority.
- 1.6. The Authority is also actively engaged in corporate sponsorship through National Park Partnerships and the new National Parks Charitable Foundation.
- 1.7. These partnership projects, along with earlier schemes such as PRISMA (Promoting Integrated Sediment Management) and STEP (Sustainable Tourism in Estuary Parks), show the value and importance of securing external funding to deliver successful partnership schemes in the Broads.
- 1.8. Our external fundraising criteria provides general direction. Primarily, bid proposals must support the strategic objectives for the Broads as set out in the Broads Plan, linked strategies and corporate development plans. We give priority to actions that progress our planned work programmes and are identified in our guiding strategies, such as the Broads Biodiversity and Water Strategy and the Broads Integrated Access Strategy. Bid proposals should also encourage opportunities to meet multiple Broads Plan objectives and support significant progress with major or longstanding issues.
- 1.9. However, while additional funds are welcome we must be mindful not to overstretch our staffing and operational capacity, both to prepare funding proposals and to implement projects resulting from successful bids. This includes primary resources such as bid lead officer and project manager, and ancillary resources such as HR, Finance and office space or equipment.

2. Principles and proposals

- 2.1. In recent months, members and officers have been looking at where we should concentrate our external fundraising and capacity building effort. Having developed these ideas further, it is proposed that we focus on the following principles:
 - **Use it or lose it:** Saving 'at risk' infrastructure such as mills and moorings, and cultural heritage skills and traditions

- **Reinforce success:** Building on Water, Mills and Marshes and existing schemes that have a proven track record of success
 - **Inspire the future:** Motivating and supporting young people
 - **Locally connect:** Supporting local communities, particularly hard-to-reach groups, to experience and enjoy the Broads on their doorstep
- 2.2. We have identified three key areas of work for which external funding should be pursued, as outlined in paragraphs 2.3 to 2.5.
- 2.3. **Moorings and access:** The provision and condition of moorings, slipways, footpaths and linked facilities and services is an ongoing significant issue. While solutions are wider than funding, additional financial resources would help us to address these issues. The Broads Integrated Access Strategy has just been refreshed, and there is an opportunity in our current Waterways and Recreation Officer recruitment process to engage someone with project development and fundraising experience.
- 2.4. **Mill restoration and engagement:** The Water, Mills and Marshes scheme needs a further £190,000 of matched funding to comply with National Lottery Heritage Fund criteria and to complete the drainage mills restoration work by the end of 2022. The scheme fits all the above criteria and is showing very positive impacts that we are keen to build upon.
- 2.5. **Place making:** Key sites including Acle Bridge, Whitlingham Country Park and Hoveton Riverside Park are assets that could be developed to attract people from urban centres into the Broads, aimed especially at local communities.
- 2.6. Funding bids need to respond to the particular criteria of different funding programmes, and experience shows it can be beneficial to package projects together. This is working well for the CANAPE programme, where the desire to dredge the navigation channel across Hickling Broad is part of a wider programme involving peat management research and reedbed restoration. Water, Mills and Marshes has a variety of individual projects grouped under an overarching theme. A potential future example is the retention and improvement of the moorings at Burgh Castle and St Benet's Abbey, which could be combined with projects to support recreational access to these important cultural heritage sites as the basis for developing a funding bid.
- 2.7. Another feature of successful bids is being able to access opportunities available to charities. The Water, Mills and Marshes project team has engaged an external funding consultant to identify potential sources of funding, many only available to charities.
- 2.8. The Broads Charitable Trust is an established local charity that has successfully raised funding for a range of small projects in the Broads through business partnership and visitor giving. This Trust is seeking to expand its fundraising capability and is eager to work more closely with the Authority. The two bodies have already identified potential projects that fit joint aims, and there is strength in our working together.

- 2.9. A condition would be confirmation that the Trust's priorities and guiding principles align with the Authority's strategic aims and that any joint approach to fundraising would not compromise the independence of the Trust's status as a charity.

3. Next steps

- 3.1. Members' views are invited on the principles and key areas for external funding proposals set out in section 2. If these are agreed, it is proposed that officers:
- a) Recruit a replacement Waterways and Recreation Officer with external funding bid writing experience;
 - b) Continue to work with the Broads Charitable Trust to align our priorities;
 - c) Through the Broads Charitable Trust, submit bids for funding to charities already identified as having the potential to support the Water, Mills and Marshes programme;
 - d) Explore with Norfolk County Council opportunities for further joint submissions for external funding; and
 - e) Continue discussions with the Norfolk Coast Partnership on potential areas for joint working and collaboration, including external fundraising.

4. Financial and risk implications

- 4.1. The externally funded projects in paragraphs 1.2 to 1.5 require match funding in staff time, use of equipment or cash. These are provided for this year and in future budgets.
- 4.2. The Authority must be careful not to pursue funding that could bring any reputational damage or overcommit existing staffing and financial resources. We must make sure the backgrounds of potential funders are scrutinised and any additional work is programmed into our Directorate work plans and budgets.

Author: John Packman

Date of report: 15 July 2019

[Broads Plan](#) objectives: 9.3

Broads Authority

26 July 2019

Agenda item number 17

Member appointments to committees and other bodies

Report by Chief Executive

Summary

The report seeks approval for Broads Authority member appointments to committees and other bodies until the Annual Meeting in July 2020.

Recommendation

That the following Broads Authority member appointments are confirmed for the period until the Annual Meeting in July 2020:

- i. to Planning Committee, Audit and Risk Committee, Hearings Committee, Navigation Committee and Broads Local Access Forum (Table 1)
 - ii. to outside bodies (Table 2)
 - iii. to the Tolls Reference Group (Table 3)
-

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3.	Appointments to outside bodies	3
4.	Appointments to Tolls Reference Group	4
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1. Introduction

- 1.1. The appointment of members to committees and outside bodies for the forthcoming year is reviewed formally at the Broads Authority's Annual Meeting every July. This year there are six new local authority appointments to the Authority and Vic Thomson, who was a South Norfolk appointee, is now appointed by Norfolk County

Council. We are awaiting Defra's confirmation of our new Secretary of State appointments, and will give an update at this meeting. The co-opted members of the Navigation Committee on to the Authority are Nicky Talbot and Simon Sparrow.

- 1.2. Following our Peer Review in 2017-18, members agreed to adopt a revised process for appointments. Members are now invited to express their preferred interests in serving on committees and outside bodies two weeks before the Annual Meeting. This year we emailed all members on 13 June requesting their preferences by 28 June, and the Chairs' Group met on 8 July to review the responses. Their recommendations in this report are based on the expressed interests, and on the need to provide a proportionate balance and a sufficient number of members on each committee and outside body.
- 1.3. One of the Chairs' Group's main considerations was to ensure continuity and not make substantial changes. This was thought particularly important for the Navigation Committee and, of the four new members appointed to the Committee in April, three were re-appointed members and one was previously a Secretary of State appointee to the Authority.

2. Appointments to committees

- 2.1. Table 1 sets out the recommendations of the Chairs' Group for member appointments to the Authority's committees.

Table 1

Recommended appointments to committees

Committee	Members
Planning Committee minimum 11 BA members	Harry Blathwayt Julie Brociek-Coulton Jacquie Burgess - to March 2020 Bill Dickson Andree Gee Lana Hemsall Bruce Keith James Knight Leslie Mogford Vic Thomson Melanie Vigo di Gallidoro Fran Whymark + 2 new Secretary of State appointees
Audit and Risk Committee Six BA members to include Chairs of	Chair of Broads Authority Nicky Talbot - Chair of Navigation Committee Louis Baugh - to March 2020

Committee	Members
Broads Authority and Navigation Committee	Lana Hemsall Greg Munford Fran Whymark + 1 new Secretary of State appointee - from March 2020
Navigation Committee Five BA members in addition to eight co-opted members	BA members Kelvin Allen Harry Blathwayt Matthew Bradbury Leslie Mogford Greg Munford Co-opted members John Ash Linda Aspland Mike Barnes Andy Hamilton Simon Sparrow Nicky Talbot Paul Thomas Alan Thomson
Broads Local Access Forum Two BA members	Kelvin Allen Julie Brociek-Coulton
Hearings Committee (Chair of Audit and Risk Committee plus pool of six BA members)	Bill Dickson Bruce Keith Greg Munford Simon Roberts Nicky Talbot Melanie Vigo di Gallidoro

3. Appointments to outside bodies

- 3.1. The Authority appoints Trustees to the How Hill Trust, Norfolk and Suffolk Broads Charitable Trust, and Whitlingham Charitable Trust. The Authority also appoints members to Broads Tourism and to the Upper Thurne Working Group to maintain a watching brief.
- 3.2. Table 2 sets out the recommendations of the Chairs' Group for member appointments to outside bodies.

Table 2

Recommended appointments to outside bodies

Outside bodies	Recommended appointments
How Hill Trust	Jacque Burgess
Norfolk and Suffolk Broads Charitable Trust	Bruce Keith, Simon Roberts
Whitlingham Charitable Trust	On hold
Broads Tourism	Simon Sparrow
Upper Thurne Working Group	To be agreed

- 3.3. The Authority has member representation on the National Parks UK and National Parks England. This role is covered by the Authority's Chair.
- 3.4. The Authority has a lead member for safety in line with the issue's critical importance and the requirements of the Port Marine Safety Code. Nicky Talbot, Chair of the Navigation Committee, fulfils this role and it is recommended that this appointment be retained.
- 3.5. The Chair and Vice-Chair of the Planning Committee share the specific responsibilities as member appointees to the Greater Norwich Development Partnership, Norfolk Duty to Cooperate - Member Forum and Norfolk Strategic Framework.
- 3.6. The Planning Committee appoints the Heritage Asset Review Group from its own membership to advise on cultural heritage, including historic buildings and Conservation Areas. The group meets twice a year or as required. Membership automatically includes the Chairman and Vice-Chairman of the Planning Committee. Other Members of the Authority are welcome to attend.

4. Appointments to Tolls Reference Group

- 4.1. The Authority appoints reference groups when particular issues arise. One of these is the Tolls Reference Group, whose role is to review the tolls structure and produce recommendations for the Authority's committees.
- 4.2. At the Broads Authority meeting on 22 November 2018 it was agreed that the Group should assess the performance of the tolls system both in the past year and since the new system was introduced in 2017/18. The Group will meet before the next Navigation Committee in October and the setting of next year's tolls at the Broads Authority meeting in November.
- 4.3. The Group's membership includes the Chairs of the Broads Authority and the Navigation Committee and at least two other members, one of whom is not a

navigator, along with representatives from the hire boat industry, private boating and sailing community, and angling community.

- 4.4. Table 3 sets out the recommendations of the Chairs' Group for member appointments to the Tolls Reference Group.

Table 3

Recommended appointments to Tolls Reference Group

Representative	Recommended appointments
Chair of Broads Authority	(awaited)
Chair of Navigation Committee	Nicky Talbot
Broads Authority members	Bill Dickson, Simon Sparrow, Fran Whymark
Broads Authority member – not a navigator	Louis Baugh
Angling community	Kelvin Allen
Hire boat industry	James Knight
Private boating and sailing community	Jacquie Burgess

5. Financial implications

- 5.1. There will be some additional financial costs associated with increased membership of the Planning Committee.

Author: John Packman (after consultation with Chairs' Group)

Date of report: 12 July 2019

Broads Authority

26 July 2019

Agenda item number 18

Safety Management System update

Report by Head of Safety Management

Summary

The report sets out a proposed update to the Authority's Safety Management System.

Recommendation

To adopt the Safety Management System (version 8.0) and continue to support its ongoing development.

1. Background

- 1.1. The Broads Authority, as a Competent Harbour Authority under the Pilotage Act 1987, is required to comply with the duties and responsibilities set out in the Port Marine Safety Code (PMSC)¹. The PMSC requires that all harbour authorities base their powers, policies, plans and procedures on a Formal Safety Assessment (FSA) and that they maintain a Safety Management System (SMS) to make sure risks are reduced to a level that is 'as low as reasonably practicable' (ALARP).
- 1.2. Risks are recorded in a Hazard Log, which forms part of the SMS. The Log is reviewed regularly to make sure all hazards and suitable mitigation measures are identified.
- 1.3. In 2018 the Authority published the SMS² to meet the needs of the updated PMSC. There have been a number of updates over the years, and the current version is Issue 7. The SMS recommends that the Hazard Log is reviewed by a stakeholder group every three years and kept under continual review by Authority officers and the Boat Safety Management Group. The previous stakeholder review was in February 2016, when the Hazard Log was reviewed, amended and incorporated into the SMS.

¹ Port Marine Safety Code, December 2012

² Broads Authority Port Marine Safety Code Safety Management System, Issue 7, March 2018

2. Stakeholder Hazard Review

- 2.1. The stakeholder Hazard Review was held on 13 March 2019 at the Authority's Dockyard in Norwich. Appropriately qualified and experienced people reviewed all hazards, captured updates, recategorized against new requirements and identified new hazards or omissions. Attendance by a cross-section of interested parties allowed the hazard assessment and mitigating action to be agreed.
- 2.2. The discussion and decisions from the meeting were recorded and documented on a database. Of the 54 recorded hazards, none are categorised as 'significant and high risk', 29 are 'medium risk', 21 are 'low and negligible risk' and four are retired. All hazards are considered to be managed to an ALARP level. A copy of the Hazard Log is available on request.

3. Safety Management System update

- 3.1. In response to the Hazard Review, we have updated the SMS to incorporate the new Hazard Log and a number of routine revisions, including:
 - Updates to hazard identification and risk assessment
 - Updates on progress against audit recommendations and Broads Plan objectives
 - Reference to Diving Policy and permits
 - Updates to vessels and equipment
 - Minor editorial corrections
 - New actions identified in the Hazard Review

4. Conclusion

- 4.1. The Boat Safety Management Group and the Navigation Committee have been consulted on the Hazard Review and support the updated SMS.
- 4.2. The Boat Safety Management Group will monitor the progress of actions identified in the Hazard Review.
- 4.3. The updated SMS will be published on the Authority's website.

Author: Steve Birtles

Date of report: 10 July 2019

[Broads Plan](#) objectives: 4.3

Appendix 1 – [Draft Safety Management System update version 8.0](#)

Broads Authority

26 July 2019

Agenda item number 19

Broads Local Access Forum annual report

Report by Director of Operations

Summary

The Broads Local Access Forum (BLAF) presents its annual report 2018/19 on the development and improvement of public access within the Broads.

Recommendation

That members note the Annual Report.

1. Announcement

- 1.1. It is with sadness that the Broads Local Access Forum (BLAF) announces the loss of one of its members, George Saunders, who passed away in May. A dogged campaigner for access rights, George was instrumental in making sure the Boudicca Way trail between Norwich and Diss could be traversed by users of powered wheelchairs. His campaigning also helped make Norfolk more accessible to those with limited mobility. His passing is a great loss to BLAF and our thoughts are with his family at this time. The Eastern Daily Press ran a fitting obituary to George here: [tributes to 'dogged' Norfolk disability campaigner George Saunders](#).

2. Annual report

- 2.1. The BLAF annual report 2018/19 is at Appendix 1.
- 2.2. BLAF held four public meetings in 2018/19 to agree its advice to the Broads Authority and other organisations on access matters. Members were also involved in the Broads Engage accessibility workshop in November 2018 and provided input for the revised Broads Integrated Access Strategy and the Norfolk Access Improvement Plan.

3. Financial implications

- 3.1. A challenge in the years ahead is the pressure across all local authorities on funding for countryside access. With the agri-environment access payment scheme coming to

an end, further pressures will be felt on existing permissive paths, potentially fragmenting the access network of paths and trails.

4. Conclusion

- 4.1. The Broads Authority continues to have regard to the advice given by BLAF and to consider their recommendations.

Author: Rob Rogers

Date of report: 10 July 2019

[Broads Plan](#) objectives: 6.1, 6.2

Appendix 1 – [Broads Local Access Forum annual report 2018/19](#)