

# Risk, Audit and Governance Committee

## Agenda 25 November 2025

10.00am

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

John Packman, Chief Executive – Tuesday, 18 November 2025

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

### Introduction

1. To receive apologies for absence
2. **Appointment of Chair**  
Nominations for Chair have been received for:  
Tristram Hilborn, proposed by Siân Limpenny, seconded by Harry Blathwayt<sup>1</sup>
3. **Appointment of Vice-Chair**  
Nominations for Vice-Chair have been received for:  
Siân Limpenny, proposed by Tristram Hilborn, seconded by Tony Grayling<sup>2</sup>
4. Introduction of members and declarations of interest (see [Appendix 1](#) to the Agenda for guidance on your participation having declared an interest in the relevant agenda item)
5. To note whether any items have been proposed as matters of urgent business
6. **To receive and confirm the minutes of the Risk, Audit and Governance Committee meeting held on 23 July 2025** (Pages 4-13)

### Financial direction

7. **Annual Audit Results 2024/25** (Pages 14-89)  
Report by EY and Director of Resources
8. **Statement of Accounts 2024/25** (Pages 90-183)  
Report by Director of Resources

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<sup>1</sup> Correction 20/11/2025: previously stated Tony Grayling instead of Harry Blathwayt

<sup>2</sup> Correction 20/11/2025: previously stated Harry Blathwayt instead of Tony Grayling

9. **Consolidated income and expenditure – 1 April to 30 September 2025 actual and 2025/26 forecast outturn** (Pages 184-202)  
Report by Senior Accountant

## Audit and Governance

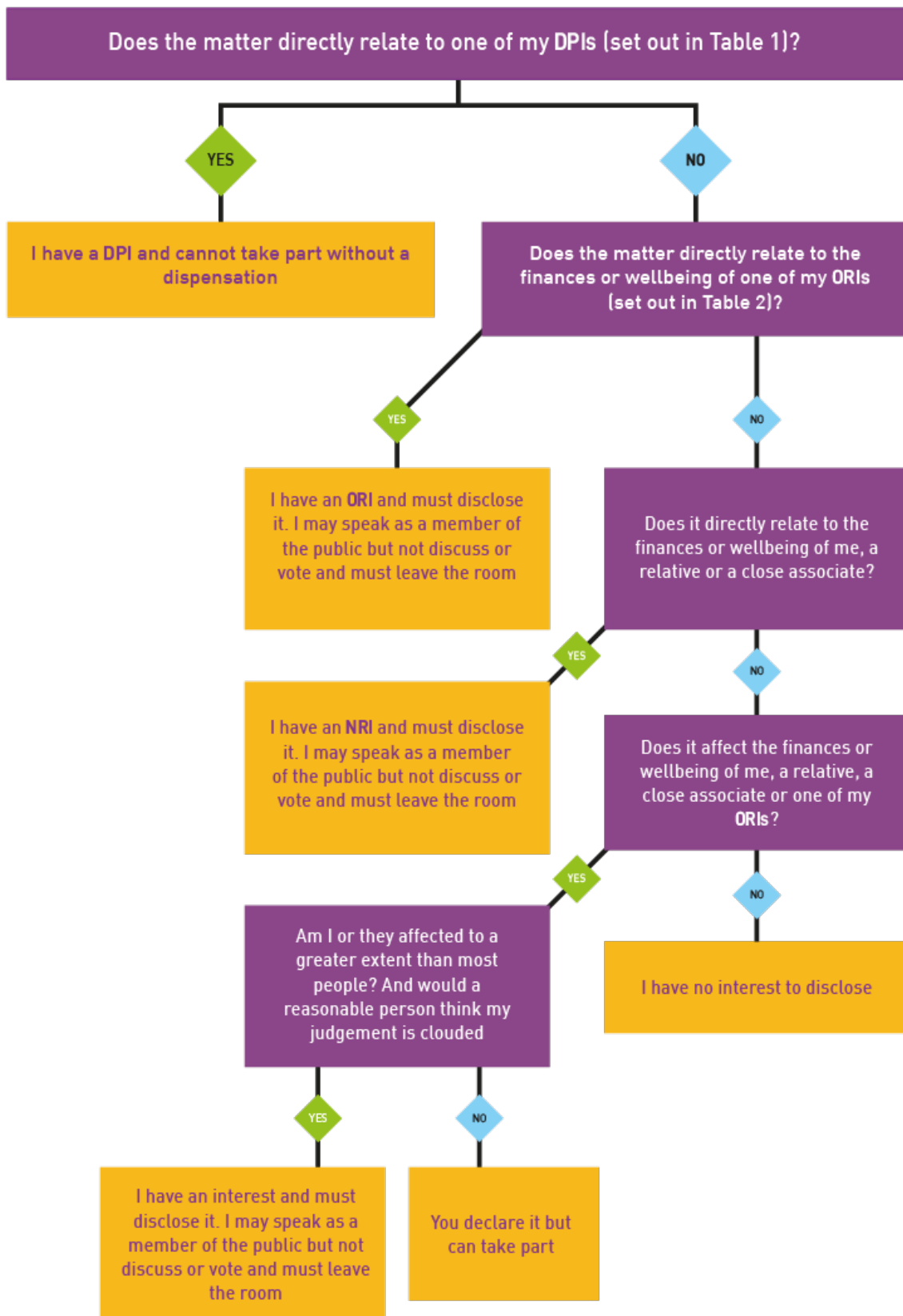
10. **Internal Audit Plan 2025/26 - Update** (Pages 203-207)  
Report by Head of Internal Audit
11. **Implementation of internal audit recommendations – Summary of progress**  
(Pages 208-215)  
Report by Senior Accountant
12. **Corporate Risk Register** (Pages 216-235)  
Report by Head of Governance
13. **Corporate Partnerships Register** (Pages 236-257)  
Report by Head of Governance

## Other matters

14. Other items of business  
Items of business which the chairman decides should be considered as a matter of urgency pursuant to Section 100B (4)(b) of the Local Government Act 1972
15. To answer any formal questions of which due notice has been given
16. **To note the date of the next meeting – Tuesday 24 February 2026 at 10.00am at Yare House, 62-64 Thorpe Road, Norwich**

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

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



# Risk, Audit and Governance Committee

## Minutes of the meeting held on 23 July 2025

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### Present

Tristram Hilborn – in the Chair, Harry Blathwayt, Siân Limpenny and Gurpreet Padda.

### In attendance

Jason Brewster – Governance Officer, Emma Krelle – Director of Finance, Izabela Foley – Senior Accountant, John Packman – Chief Executive, David Riglar –Ernst & Young External Auditor, Teresa Sharman – Head of Internal Audit and Rob Thomas – Head of Governance.

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

## 1. Apologies and welcome

The Chair welcomed everyone to the meeting.

**Apologies** were received from Alan Goodchild, Tony Grayling and Matthew Shardlow.

## Openness of Local Government Bodies Regulations 2014

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

## 2. Introductions and declarations of interest

No additional declarations of interest were declared.

## 3. Items of urgent business

There were no items of urgent business.

## 4. Minutes of last meeting

The minutes of the meeting held on 11 February 2025 were approved as a correct record and signed by the Chair.

## 5. Draft Statement of Accounts 2024/25

The Senior Accountant (SA) introduced the report that provided an update on the Broads Authority's Statement of Accounts and its audit for the year ended 31 March 2025. The new International Financial Reporting Standards (IFRS) 16 Leases came into effect on 1 April 2024 which required Rights of Use (ROU) assets, including peppercorn leases, to be included on the balance sheet (as reported at the Risk, Audit and Governance Committee meeting on 12 March 2024). Future payments associated with operational leases had resulted in a significant increase in the Authority's liabilities and a donated asset for 2024/25 had been included representing peppercorn leases.

Since the surplus was reported to Members at the Authority 9 May 2025, the SA confirmed that it had increased by £32,580 due to the release of a deferred income for Yare House rent incentive on the old and the new lease.

The SA highlighted Table 1 Summary Income and Expenditure 2024/25, Table 2 Summary of adjustments and Table 3 Detailed adjustments of the report and then explained the most significant adjustments.

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As in previous years, the staff pension fund accounted for most of the figure shown under Employee expenses. The SA indicated that this adjustment might vary between the draft and final versions of the Statement of Accounts due to the Norfolk Pension Fund being audited during the intervening period resulting in the finalisation of these figures.

Table 2 Summary of adjustments included an entry for Amounts included in Table 1 not in the Comprehensive Income and Expenditure Statement. The SA explained that the main adjustment to this entry was the removal of the DEFRA grant interest and investment income and interest payable. These items were added back in under the cost of services entry. Further adjustments related to the accounting treatment of capital expenditure and reserve expenditure.

A Member asked whether the adjustment due to the deferred income for Yare House rent incentive was a one-off adjustment. The Director of Finance (DoF) confirmed that this adjustment consisted of rent incentives associated with both the old and new leases which resulted in adjustments spreading these over the life of the lease. These had been completed and there would be no further adjustments of this nature.

A Member sought confirmation that no further significant adjustments were expected before approval of the Statement of Accounts. The DoF confirmed that, apart from the previously mentioned adjustment regarding the pension fund valuation, no further adjustments were anticipated. She added that these accounts were the first to be audited under IFRS 16 and, despite all the work undertaken to ensure compliance, there was some uncertainty regarding the outcome.

The Member noted the work undertaken to ensure the Authority's financial reporting was compliant with IFRS 16 and asked whether there would be significant additional effort in future years to maintain this compliance. In addition, the Member asked whether IFRS 16 had materially altered the Authority's approach to financial planning. The DoF explained that a significant part of the work undertaken to meet the IFRS 16 standard was the identification of the Authority's existing leases of which over 60 related to moorings. These assets had been identified and incorporated into the balance sheet and the impact of reporting this information in future would be considerably reduced. The DoF reminded Members of the changes to the Capital, Treasury and Investment Strategy 2024/25 to increase the authorised and operational boundary for external debt to potentially offset the impact of including leases on the balance sheet. On reflection, although the Authority's liabilities had increased to reflect the future payments associated with operational leases these had been matched by an equivalent increase in assets.

The Member asked for confirmation of when the Statement of Accounts would be approved. The DoF indicated that the intention, as indicated in the report for item 9 of this agenda, following receipt of the Audit Results Report, was to sign-off the Statement of Accounts in November 2025. The External Auditor indicated that the planned audit completion was in advance of the 2024/25 audit backstop date of 27 February 2026.

**The report and Draft Statement of Accounts were noted.**

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Gurpreet Padda joined the meeting.

## 6. Investment Strategy and Performance Annual Report 2024/25

The Director of Finance (DoF) introduced the report setting out details of the Authority's investment of unallocated cash, including the investment principles adopted and performance during the twelve months to 31 March 2025.

The DoF highlighted the high Instant Access balances in table 1 of the report part of which reflected the uncertainty regarding the National Park Grant payment; the first instalment was due in April 2025 and received in June 2025. Interest received in 2024/25 was marginally higher than forecast by £6,000. The Finance Team was short staffed for 2024/25 due to sickness and vacancies which meant that opportunities to invest elsewhere were not pursued. Given the uncertainty regarding the receipt of the additional Defra capital funding for 2025/26 the account balances would remain higher than expected and investments would be on a short-term basis until payment arrangements for capital items had been finalised. Interest rates had remained higher than forecast at 4.25% and would remain so until the next Bank of England rate review on 7 August 2025. The DoF indicated that, given the current circumstances, the forecast interest income for 2025/26 was achievable.

The Chair noted that the Authority's investment strategy could be perceived as being too cautious; given the current uncertainty faced by the Authority, he believed the proposed low risk strategy was appropriate.

**The arrangements regarding the investment of the Authority's unallocated cash were noted.**

## 7. Internal Audit Annual Report and Opinion 2024/25

The Head of Internal Audit (HoIA) gave a summary of the report, highlighting an overall 'reasonable' opinion (positive) on the framework of governance, risk management and control at the Authority and confirmed that Internal Audit was more than likely compliant with the Global Internal Audit Standards in the UK Public Sector.

The HoIA indicated that of the four audits undertaken, two had been issued with substantial assurance opinions and two had been issued with reasonable assurance opinions. The HoIA summarised the recommendations and compared the numbers to the previous 2023/24 audit: No urgent recommendations in 2024/25 or 2023/24; Four important recommendations in 2024/25 compared with eight in 2023/24; 11 routine recommendations in 2024/25 compared with six in 2023/24; Only two outstanding recommendations, dating from 2023/24, remained in 2024/25 compared with 9 in 2023/24 that covered a number of audit periods.

The HoIA highlighted the performance of the audit contractors which the Authority had scored as well above three, which was not commensurate with the wider consortium whose scoring was below three. She explained that the overall performance status of the contractor

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was categorised as red although there were a few outstanding client responses which could improve their status and secure an amber rating, consistent with their performance in 2023/24. The consortium had access to other contractors, such as BDO and the shared internal audit service at Hertfordshire County Council, which accounted for one half of the audit plan across consortium members in 2025/26 and there was scope for the inhouse team to increase the number of audits they undertook.

Next year was the final year of the contract with the main audit contractor, when re-procurement would commence before the contract ended on 31 March 2027. A new contract would result in an end to the existing audit rate which would have cost implications for all consortium members. The HoIA proposed to elaborate on this matter when reporting on the Internal Audit Strategic and Annual Plans 2025/26 (item 8 of the agenda).

The HoIA discussed the ongoing Quality Assurance and Improvement Programme (QAIP) and highlighted that the 2024/25 self-assessment against the Global Internal Audit Standards (GIAS) in the UK Public Sector was outstanding. The HoIA did not have the capacity to perform this gap analysis and she was attempting to secure additional resources to complete this work. The HoIA was not anticipating any major non-compliance issues to arise although she was expecting some nuances relating to reporting to audit committees.

**The report was noted with particular consideration given to:**

- i. The 'Reasonable' audit opinion given in relation to the framework of governance, risk management and control for the year ended 31 March 2025**
- ii. The opinions expressed together with significant matters arising from internal audit work and contained within the report should be given due consideration when developing and reviewing the Authority's Annual Governance Statement for 2024/25**
- iii. the outcomes of the Internal Audit's performance measures and the Quality Assurance and Improvement Programme (QAIP).**

## **8. Internal Audit Strategic and Annual Plans 2025/26**

The Head of Internal Audit (HoIA) presented the report which covered the Internal Audit Plan 2025/26 and the Internal Audit Charter and Mandate 2025/26. The HoIA indicated that internal audit standards encouraged a targeted approach to audits rather than the previous cyclical approach. Given the 2024/25 audit opinion the Internal Audit Plan 2025/26 maintained a focus on risk and governance, key financial controls had been included with an intention to select other areas relating to the Authority's strategic objectives and/or corporate risk. Given the importance of tolls to the revenue of the Authority, the proposal was to audit the tolls system and income collection area. The other area proposed for audit related to climate change and delivery of net zero targets which the HoIA believed were of importance to the Authority.

Next year was the final year of the contract with the audit contractor when re-procurement would commence in preparation for the end of the contract on 31 March 2027. A new

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contract would bring an end to the existing audit rate which had cost implications for all consortium members. The existing contractor's daily rate was expected to increase by more than 30% over the current discounted rate, resulting in a considerable increase in the Authority's internal audit costs. There was scope to use different contractors to minimise the audit cost but this option would nevertheless result in an increased daily rate. The other consideration was the possibility of reducing the number of audit days to ensure that the overall costs remained within budget. The HoIA explained that the Internal Audit Charter followed a new template that complied with recent changes to internal audit standards. The key change stipulated by the change in standards was the inclusion of a mandate section which provided information on the authority to audit. The remaining content of the Internal Audit Charter remained largely unchanged and was consistent with previous versions.

In response to a question the Director of Finance confirmed the cost of the 2024/25 internal audit was £15,255.

There was an in-depth discussion on the proposed audit areas for 2025/26. Members supported the inclusion of the corporate governance and risk management area which, they agreed, was consistent with the latest audit opinion. The inclusion of the tolls system and income collection area was considered timely by the Chief Executive, given the ongoing fall in tolls revenue and its implications for maintaining navigation within the Broads.

Members believed that an audit of the climate change and net zero area, although important, was not the most significant issue that faced the Authority in 2025/26. Given the recent reduction in the National Park Grant settlement Members believed this area warranted further investigation. A Member believed that the Authority should be investigating efficiencies to streamline its operations and innovate new sources of revenue and wondered whether audit could help in this regard. The CE questioned the focus on efficiencies; he believed the organisation was already considerably scaled down. Using examples relating to the Communications and Planning Teams he highlighted there was a risk that further cuts would prevent the Authority from meeting its obligations. A Member suggested an audit of those areas which presented the greatest risk to the Authority's ability to deliver its statutory obligations and possibly the Authority's ability to raise revenue through commercial ventures. Members believed consideration of the Authority's revenue raising capability was less important than fulfilling its statutory purposes and suspected there were more effective mechanisms, other than an audit, to consider this capability. The Director of Finance asked whether the contractor would have the expertise to perform an audit relating to the Authority's statutory purposes. The HoIA indicated that, given it was a 12 day audit, the scope would need to be clearly defined and, if there were many statutory purposes to be considered, then the Authority would need to prioritise the areas for inclusion. The HoIA confirmed that audits of other local authorities' planning function had previously been undertaken; maintaining the contractor had the necessary experience to do the same for the Broads Authority if required.

The HoIA questioned the priority of auditing key financial controls in 2025/26. The External Auditor confirmed there was no requirement to audit key financial controls every year and

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suggested using a risk assessment to determine whether this area warranted an audit. Members supported the removal of the key financial controls area assuming this was consistent with the risk assessment outcome.

The Chair summarised the audit areas for 2025/26 as: corporate governance and risk management; tolls system and income collection; replace climate change and net zero with strategic purposes; consider removing key financial controls assuming the risk assessment outcome permitted.

The HoIA agreed to revisit the audit plan based on the discussed audit area priorities and would report on the revised Internal Audit Plan 2025/26 at the next meeting on 25 November 2025.

Harry Blathwayt proposed, Gurpreet Padda seconded

**It was resolved unanimously to approve both the Internal Audit Charter and Mandate 2025/26 and, subject to the agreed changes, the Internal Audit Plan 2025/26.**

## 9. External Audit

The External Auditor (EA) introduced the report on the Auditor's Annual Report 2023/24 and the Audit Plan for 2024/25. The EA confirmed to Members that the Annual Report 2023/24 was consistent with the verbal update provided at the last meeting on 11 February 2025, with no further matters to report to the committee since completion of the audit on 14 February 2025. In response to a question the Director of Finance confirmed that the formal letter to the auditor, agreed at the last meeting, was in progress.

In discussing the 2024/25 Audit Plan, the EA reminded Members of the issues concerning financial reporting and local audit that the Government were seeking to address. He directed Members to pages 5 and 6 of Appendix 2 of the report which outlined the steps required to reform the local audit system, indicating that the independent reviews into the reasons for the failure of the local audit system had not yet been fully addressed but the recent English Devolution white paper marked a significant step in the creation of the Local Audit Office, a key element of the reform.

The EA provided an overview of the audit risks and areas of focus for 2024/25 (pages 7-8 of Appendix 2 of the report). Audit risks concerning fraud, Valuation of Land and Buildings, and Pension Liability Valuation had been included consistent with previous audit plans. The audit plan reflected a new risk associated with the introduction of IFRS 16 which would aim to provide assurance regarding the Authority's new financial procedures associated with this new standard. The Valuation of Land and Buildings attracted a new risk due to the valuations being performed by a new valuer in 2024/25.

The EA indicated that the Authority Materiality for 2024/25 was consistent with previous years (page 9 of Appendix 2 of the report). The 75% of planning materiality reflected the Authority's performance over previous audits; if there was an expectation that the audit would identify quite a few differences, then this figure would be set at 50%.

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The EA confirmed that there was no change to the Value For Money (VFM) scope (page 11 of Appendix 2 of the report) or subsequent focus as stated in section 3.

The EA provided a status report on the 2024/25 audit, indicating that the work associated with the VFM arrangements was largely complete, that no additional risks or weaknesses had been identified and indicating that the audit timeline was available on page 31 of Appendix 2 of the report.

A Member asked how the auditor proposed to resolve the disclaimed opinion on the Authority's 2023/24 financial statements arising from non-assured closing balances from financial year 2022/23. The EA indicated that the National Audit Office had recently provided guidance regarding rebuilding assurance into the local audit system which provided a consistent framework for the industry. The next step was to undertake a risk assessment to identify the gaps in the 2023/24 audit and, given how advanced the 2024/25 audit was, the EA anticipated this happening during the 2025/26 audit. Depending on how well the 2024/25 audit progressed there was scope to revisit some areas of the 2022/23 audit that would enable a modified opinion for 2024/25. The EA anticipated further work regarding the 2022/23 closing balances to be undertaken in the 2025/26 audit which might enable an unmodified opinion to be issued. If this was not achieved in 2025/26, then the expectation would be an unmodified opinion would be issued for the 2026/27 audit. The EA confirmed that the 2024/25 audit results report would, as per last year, contain an appendix to track progress in addressing the disclaimed audit opinion.

A Member asked whether devolution and Local Government Reorganisation (LGR) would undermine the negotiating power of the Public Sector Audit Appointments (PSAA), the body responsible for appointing auditors on behalf of local authorities and the Broads Authority. The EA indicated that the PSAA would be monitoring LGR and would seek to liaise with the resulting new unitary authorities. The EA indicated that the Local Audit Office would ultimately strengthen the PSAA by mandating that all local authorities were included.

**The Auditor's Annual Report 2023/24 and the Audit Plan 2024/25 were both noted.**

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

The Head of Governance introduced the report that demonstrated how the Authority was complying with the principles of good governance and included the Annual Governance Statement 2024/25 and Code of Corporate Governance 2025.

Harry Blathwayt proposed, Gurpreet Padda seconded

**It was resolved unanimously to recommend the Annual Governance Statement 2024/25 to the Broads Authority for adoption and to note, subject to the implementation of improvements identified in the action plan, that the Authority's systems of governance and internal control are considered to be adequate and effective.**

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

## 11. Risk Management Policy

The Head of Governance (HoG) introduced the report that detailed the Authority's updated Risk Management Policy (RMP). The HoG indicated that the RMP had been updated to include the Authority's new Risk Appetite Statement (RAS), required to address a 2024/25 internal audit recommendation and incorporated further changes resulting from a general review of the policy undertaken at the same.

Members welcomed the introduction of the RAS although some disappointment was expressed regarding the small number of categories with an open or eager risk appetite. The HoG responded the lower risk appetite reflected the operational nature associated with some of the categories and that the strategic risk category had an open risk appetite reflecting that not all externally funded projects would succeed. The CE believed that the RAS represented a snapshot of current projects and provided examples of completed projects that demonstrated more open/eager risk appetites. A Member acknowledged that this was a good start and, based on his previous experience, he expected the RAS to mature over time. The HoIA indicated that auditing the Authority's risk management area could prove helpful in improving this area.

Gurpreet Padda proposed, Harry Blathwayt seconded

**It was resolved unanimously to recommend both the Risk Management Policy and Risk Appetite Statement to the Broads Authority for adoption.**

## 12. Corporate Risk Register

The Head of Governance Officer (HoG) introduced the report which provided the latest version of the Corporate Risk Register (CRR) with changes marked since the previous meeting. The HoG confirmed that, since the last meeting, no new risks had been added or existing risks deleted and highlighted that there had been no change to any risk scores. The HoG added that since the report was authored the Chief Executive (CE) had announced his retirement which would have an impact on Risk 1, Loss of key staff, and confirmed that Risk 4, Reduction in income and increase in costs, had been and was continuing to be monitored given the reduced grant settlement.

There was a discussion regarding the change in CE. A Member highlighted the possible impact on existing staff and an increased risk of their departure given the uncertainty in the leadership of the Authority. The CE and Members emphasised the impact on the strategic planning capability of the Authority given the loss, from 1 August 2025, of the Director of Strategic Services and the planned retirement of the existing CE. A Member believed the change in the CE could possibly impact on existing stakeholders and partnerships, indicating it might be appropriate to consider this impact under Risk 9, Disruption to key project partnerships. The HoG confirmed that the Management Team (MT) would consider this feedback when next reviewing the CRR.

Members raised some other possible impacts on the CRR including devolution and local government reorganisation, the Cunliffe report into the UK's water sector and the Corry

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review into Defra's regulatory landscape. The CE advised that these items would be reviewed by the MT in the wider context of changes to external bodies.

**The updated Corporate Risk Register was noted.**

### 13. Implementation of internal audit recommendations - Summary of progress

The Senior Accountant (SA) introduced the report summarising progress in implementing Internal Audit recommendations arising from audits performed during 2020/21, 2023/24 and 2024/25. Since the previous meeting, audit opinions for both the Corporate Governance and Risk Management and Cyber Security 2024/25 audits had been received confirming they both achieved a "reasonable assurance". There were five recommendations associated with Corporate Governance and Risk Management which had all been completed. Cyber Security had received two "important" and seven "needs attention" recommendations which were all planned to be completed before October 2025.

Recommendation 3 Pilotage, from the Port Marine Safety Code audit in June 2021 had been completed (see table 1 of Appendix 1 of the report). The actions associated with Recommendation 4, from the Port Marine Safety Code audit November 2023 (see table 2 of Appendix 1 of the report), and Recommendation 1, from the Corporate Governance and Risk Management audit February 2024 (see table 3 of Appendix 1 of the report), had been updated.

**The report was noted.**

### 14. Other items of business

There were no items of urgent business for consideration pursuant to Section 100B (4) (b) of the Local Government Act 1972.

### 15. Formal questions

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

### 16. Date of next meeting

The next Risk, Audit and Governance Committee meeting would be on **Tuesday 25 November 2025** at Yare House, 62-64 Thorpe Road, Norwich, commencing at 10.00am.

The meeting ended at 11:51am

Signed by

Chair

# Risk, Audit and Governance Committee

25 November 2025

Agenda item number 7

## External Audit

Report by Director of Resources

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### Summary

This report appends Ernst & Young LLP (EY) Auditors Annual report and Audit Results report for the year ended 31 March 2025

### Recommendation

To note:

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- i. The Auditor's Annual Report for 2024/25;
  - ii. The Audit Results Report for 2024/25; and
  - iii. That the letter of representation in connection with the Audit of the Financial Statements for 2024/25 be signed by the Director of Resources and the Chair of the Audit and Risk Committee.
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## 1. Introduction

- 1.1. This report covers two items; the auditor's Annual Report for 2024/25 and the Audit Results report for 2024/25
- 1.2. David Riglar, Partner from EY will be in attendance to present this item and answer any questions.

## 2. Auditors Annual Report for 2024/25

- 2.1. EY are required to issue their Annual Report by 30 November of each year, and this can be found in appendix 1. The report covers audit progress and its assessment of the Authority's value for money arrangements.
- 2.2. Although the report provides a summary of the audit further details can be found in appendix 2.
- 2.3. The assessment on value for money is split into three sections; financial sustainability, governance and improving economy, efficiency and effectiveness. Details of this can be found on pages 16 to 24 in appendix 1.

### 3. Audit Results Report for 2024/25

- 3.1. The external audit for the Broads Authority 2024/25 Statement of Accounts was undertaken between July and November 2025 and the Audit Results by EY for 2024/25 is at Appendix 2 to this report.
- 3.2. Section 2 (pages 10 to 14) provides an update on the areas of key risks identified in the audit plan received by this committee in July.
- 3.3. Section 4 (page 18 of appendix 2) provides details of the audit report. At the time of writing EY are considering the form of audit opinion to be issued. Members will be aware that following the backstop provisions that 2023/24 Statement of Accounts were issued with a disclaimed opinion. Appendix A on page 30 provides a timeline for how EY is looking to rebuild assurance. Appendix B on page 31 provides details on areas of assurances.
- 3.4. Sections 5 and 6 (page 20 to 23) provides details of the audit differences and their assessment of the control environment.
- 3.5. Appendix 3 to this report is the draft Letter of Representation in connection with the audit of the Financial Statements for 2024/25. It is presented for consideration and approval by the Committee to be signed and sent to the External Auditors.

### 4. Financial Implications

- 4.1. Appendix 2 page 28 sets out the fees due for 2024/25. Note 2 provides an explanation around the additional scale fee EY proposes to submit.

Author: Emma Krelle

Date of report: 10 November 2025

Background papers: Statement of Accounts 2024/25

[Broads Plan](#) strategic objectives: All

Appendix 1 – [Auditor's Annual Report \(including Value For Money commentary\) 2024/25](#)

Appendix 2 - [Broads Authority Audit Results 2024/25](#)

Appendix 3 - [Letter of Representation 2024/25](#)

# Broads Authority

Auditor's Annual Report  
Year ended 31 March 2025

**11 November 2025**





Risk, Audit and Governance Committee  
Broads Authority  
Yare House, 62-64 Thorpe Road,  
Norwich,  
NR1 1RY

11 November 2025

Dear Risk, Audit and Governance Committee Members,

### **2024/25 Auditor's Annual Report**

We are pleased to attach our Auditor's Annual Report including the commentary on the Value for Money (VFM) arrangements for the Broads Authority. This report and commentary explains the work we have undertaken during the year and highlights any significant weaknesses identified along with recommendations for improvement. The commentary covers our findings for audit year 2024/25.

This report is intended to draw to the attention of the Broads Authority any relevant issues arising from our work up to the date of issuing the report. It is not intended for, and should not be used for, any other purpose.

We welcome the opportunity to discuss the contents of this report with you at the Risk, Audit and Governance Committee meeting on 25 November 2025.

Yours faithfully

David Riglar

Partner

For and on behalf of Ernst & Young LLP

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**01** Executive Summary

**02** Audit of financial statements

**03** Value for Money Commentary

Public Sector Audit Appointments Ltd (PSAA) issued the “Statement of responsibilities of auditors and audited bodies”. It is available from the PSAA website (<https://www.psa.co.uk/managing-audit-quality/statement-of-responsibilities-of-auditors-and-audited-bodies/statement-of-responsibilities-of-auditors-and-audited-bodies-from-2023-24-audits>)

The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The “Terms of Appointment and further guidance (updated July 2021)” issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code), and in legislation, and covers matters of practice and procedure which are of a recurring nature.

This report is made solely to the Risk, Audit and Governance Committee and management of the Broads Authority in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the Risk, Audit and Governance Committee and management of the Broads Authority those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the Risk, Audit and Governance Committee and management of Broads Authority for this report or for the opinions we have formed. It should not be provided to any third-party without our prior written consent.



# 01 Executive Summary

# Executive Summary

## Purpose

The Auditor's Annual Report summarises the year's audit work, including value for money commentary and confirmation of the financial statement opinion. It also references any use by the auditor of their additional powers and duties under the Local Audit and Accountability Act 2014. In line with the NAO Code of Audit Practice 2024 ("the 2024 Code") and Auditor Guidance Note 03 (AGN 03), this report provides an overview to Broads Authority and the public, detailing current recommendations and a review of prior years' actions, including our assessment of whether they have been satisfactorily implemented.

Auditors must issue their draft annual report to those charged with governance by 30 November each year, reflecting the audit position and value for money assessment at that time, even if the 2024/25 audit is ongoing.

## Responsibilities of the appointed auditor

We have undertaken our 2024/25 audit work in accordance with the Audit Plan that we issued presented at the 23 July 2025 Risk, Audit and Governance Committee. We have complied with the 2024 Code, other guidance issued by the NAO and International Standards on Auditing (UK).

As auditors we are responsible for:

Expressing an opinion on:

- Whether the financial statements give a true and fair view of the financial position of the Authority and its expenditure and income for the year; and
- Have been prepared properly in accordance with the relevant accounting and reporting framework.

Reporting by exception:

- If the annual governance statement does not comply with relevant guidance or is not consistent with our understanding of the Broads Authority;
- The use of additional powers and duties, for example making written recommendations under Section 24 and Schedule 7 of the Act or making a report in the public interest; and
- If we identify a significant weakness in the Broads Authority's arrangements in place to secure economy, efficiency and effectiveness in its use of resources.

## Responsibilities of the Authority

The Authority is responsible for the preparation of the financial statements, including the narrative statement and governance statement, in accordance with the CIPFA Code and for having internal controls in place to ensure these financial statements are free from material error. It is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

# Executive Summary (cont'd)

## 2024/25 conclusions

<p><b>Financial statements</b></p>	<p>As reported in our 2023/24 Audit Results Report dated 24 January 2025, we issued a disclaimer of opinion on the Broads Authority's 2023/24 financial statements under the arrangements to reset and recover local government audit.</p> <p>In 2024/25, we have continued to audit the closing balance sheet and in-year transactions. Although the level of assurance gained has increased, we have not yet obtained sufficient evidence to have reasonable assurance over all in-year movements and closing balances. As a result of the disclaimer of opinion on the 2022/23 &amp; 2023/24 financial statements, we do not have assurance over some brought forward balances where we did not gain assurance (the opening balances). This means we do not have assurance over all 2024/25 in-year movements and the comparative prior year movements. Taken together with the requirement to conclude our work by the 2024/25 backstop date, the lack of evidence over these movements and balances mean we are unable to conclude that the 2022/23 &amp; 2023/24 financial statements are free from material and pervasive misstatement of the financial statements.</p> <p>We are considering the form of our audit report, and whether we can issue a qualified 2024/25 audit opinion this year rather than a disclaimer. This is consistent with LARRIG01 and the illustrative timescale for progress to full assurance, which sets out that there is potential for qualified except for, but more likely to be disclaimed.</p>
<p><b>Going concern</b></p>	<p>We will complete our work on going concern when concluding the audit. We currently have no issues to report concerning whether the S17 Officer's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.</p>
<p><b>Consistency of the other information published with the financial statements</b></p>	<p>Financial information in the narrative statement and published with the financial statements was consistent with the audited accounts.</p>
<p><b>Value for money (VFM)</b></p>	<p>We had no matters to report by exception on the Authority's VFM arrangements. We have included our VFM commentary in Section 03 of this report.</p>
<p><b>Consistency of the annual governance statement</b></p>	<p>We were satisfied that the annual governance statement was consistent with our understanding of the Authority.</p>
<p><b>Additional powers and duties</b></p>	<p>We had no reason to use our auditor powers.</p>
<p><b>Whole of Government Accounts &amp; Certificate</b></p>	<p>We expect to issue the audit certificate with the audit opinion, as the Authority is deemed a minor body and is therefore not required to make a Whole of Government Accounts (WGA) submission.</p>

# Executive Summary (cont'd)

## Value for money scope

Under the 2024 Code, we are required to consider whether the Authority has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. The Code requires the auditor to design their work to provide them with sufficient assurance to enable them to report to the Authority a commentary against specified reporting criteria (see below) on the arrangements the Authority has in place to secure value for money through economic, efficient and effective use of its resources for the relevant period.

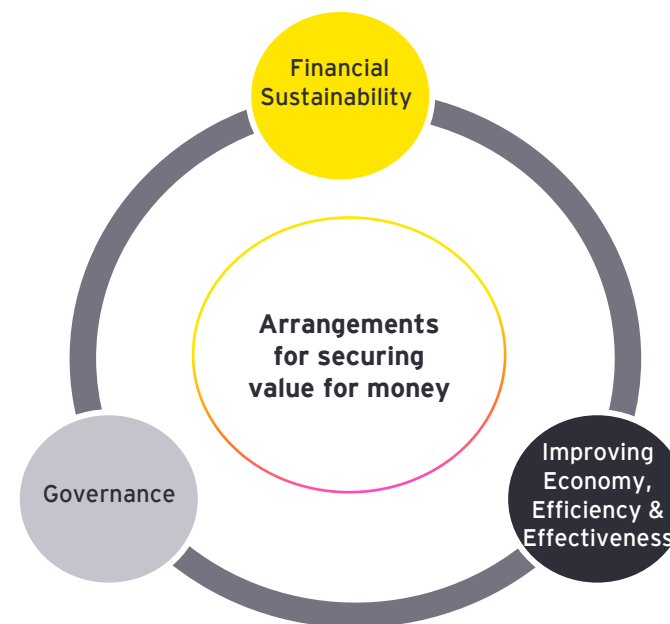
We do not issue a 'conclusion' or 'opinion', but where significant weaknesses are identified we will report by exception in the auditor's report on the financial statements.

The specified reporting criteria are:

- Financial Sustainability - How the Authority plans and manages its resources to ensure it can continue to deliver its services.
- Governance - How the Authority ensures that it makes informed decisions and properly manages its risks.
- Improving Economy, Efficiency and Effectiveness - How the Authority uses information about its costs and performance to improve the way it manages and delivers its services.

In undertaking our procedures to understand the body's arrangements against the specified reporting criteria, we identify whether there are risks of significant weakness which require us to complete additional risk-based procedures. AGN 03 sets out considerations for auditors in completing and documenting their work and includes consideration of:

- Our cumulative audit knowledge and experience as your auditor;
- Reports from internal audit which may provide an indication of arrangements that are not operating effectively;
- Our review of Authority committee reports;
- Meetings with the S17 Officer;
- Information from external sources; and
- Evaluation of associated documentation through our regular engagement with Authority management and the finance team.



# Executive Summary (cont'd)

## Reporting

Our commentary for 2024/25 is presented in Section 03 of this report. This section provides a summary of our understanding of the arrangements at the Authority, as determined from our evaluation of the evidence obtained in relation to the three reporting criteria (see table below) throughout 2024/25 and up to the date of issuing this Auditor's Annual Report, which must be issued by 30 November 2025.

In compliance with the 2024 Code, we are required to provide commentary against the three specified reporting criteria. The table below outlines these criteria, indicates whether a significant risk of weakness was identified during our planning procedures, and details our current conclusions regarding any significant weaknesses within your arrangements.

Reporting criteria	Risks of significant weaknesses in arrangements identified?	Actual significant weaknesses in arrangements identified?
<b>Financial Sustainability:</b> How the Authority plans and manages its resources to ensure it can continue to deliver its services	No significant risks identified	No significant weakness identified
<b>Governance:</b> How the Authority ensures that it makes informed decisions and properly manages its risks	No significant risks identified	No significant weakness identified
<b>Improving Economy, Efficiency and Effectiveness:</b> How the Authority uses information about its costs and performance to improve the way it manages and delivers its services	No significant risks identified	No significant weakness identified

# Executive Summary (cont'd)

## Independence

The FRC Ethical Standard requires that we provide details of all relationships between Ernst & Young (EY) and the Authority, and its members and senior management and its affiliates, including all services provided by us and our network to the Authority, its members and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on the our integrity or objectivity, including those that could compromise independence and the related safeguards that are in place and why they address the threats.

There are no relationships from 1 April 2024 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

## EY Transparency Report 2025

Ernst & Young (EY) has policies and procedures that instil professional values as part of firm culture and ensure that the highest standards of objectivity, independence and integrity are maintained.

Details of the key policies and processes in place within EY for maintaining objectivity and independence can be found in our annual Transparency Report which the firm is required to publish by law. The most recent version of this Report is for the year end 30 June 2025:

[EY UK 2025 Transparency Report | EY – UK](#)



# 02

# Audit of financial statements

# Audit of financial statements

## Key findings

The Statement of Accounts is an important tool for the Authority to show how it has used public money and how it can demonstrate its financial management and financial health.

Our audit of the 2024/25 financial statements is substantially complete. We report our findings in detail within our Audit Results Report.

## Financial statement risks

Significant risk	Conclusion
Misstatements due to fraud or error - Management override of controls	<p>Within 2024/25, the S17 Officer posted 316 journals directly to the general ledger (2023/24: 17). We extended our testing to include the material journals and have not identified any accounting issues arising. However, as a Senior Officer, the S17 Officer should refrain from posting journals to ensure proper segregation of duties and maintain robust internal controls. We have raised this as a control weakness in Section 06 of this report.</p> <p>We did not identify any other transactions during our audit which appeared unusual or outside the Authority's normal course of business.</p> <p>Our journal entry testing has not identified any instances of inappropriate posting of journals.</p>
Misstatements due to fraud or error - Inappropriate capitalisation of revenue expenditure	<p>We have not identified any material weaknesses in controls or evidence of material management override.</p> <p>We have not identified any instances of inappropriate capitalisation being applied.</p>
Significant Risk - Implementation of IFRS16	<p>We identified three factual misstatements that management have corrected:</p> <ul style="list-style-type: none"> <li>An adjustment between short-term and long-term lease liability of £44k. Short-term finance lease liability amended to £59k from £103k and long-term finance lease liability amended to £560k from £516k.</li> <li>Late inclusion of Aldeby Hall after being revalued during the audit. Increase of Right-of-Use Assets and long-term lease liability by £12k.</li> <li>Short-term lease liability requires excluding from the creditor balance. A decrease in creditors and increase in short-term lease liability of £104k.</li> </ul> <p>We also identified one uncorrected projected misstatement:</p> <ul style="list-style-type: none"> <li>Understated lease liability of £13k due to a negative discount rate used. Management did not correct this as the error.</li> </ul>

# Audit of financial statements (cont'd)

## Financial statement risks (cont'd)

### Significant risk

### Conclusion

Significant Risk - Valuation of Land and Buildings

We did not identify any misstatements regarding the valuation of the Authority's land and buildings.

We did however identify a corrected factual misstatement in relation to the revaluation surplus:

- The upward revaluation of assets has been overstated by £16k. Therefore, the revaluation reserve total is to decrease by £16k.

We also noted various disclosure misstatements within the Property, Plant and Equipment Note. Management have adjusted for these.

Inherent Risk 1 - Pension Liability Valuation

We identified one corrected factual misstatement in relation to this area:

- The asset ceiling had been incorrectly applied. This resulted in an adjustment of £10,849k increasing the net Pension Liability and decreasing the Pension Reserve balance.

We also noted some minor disclosure misstatements within the Pensions Note. Management have adjusted for these.

# Audit of financial statements (cont'd)

## Factors impacting the execution of the audit

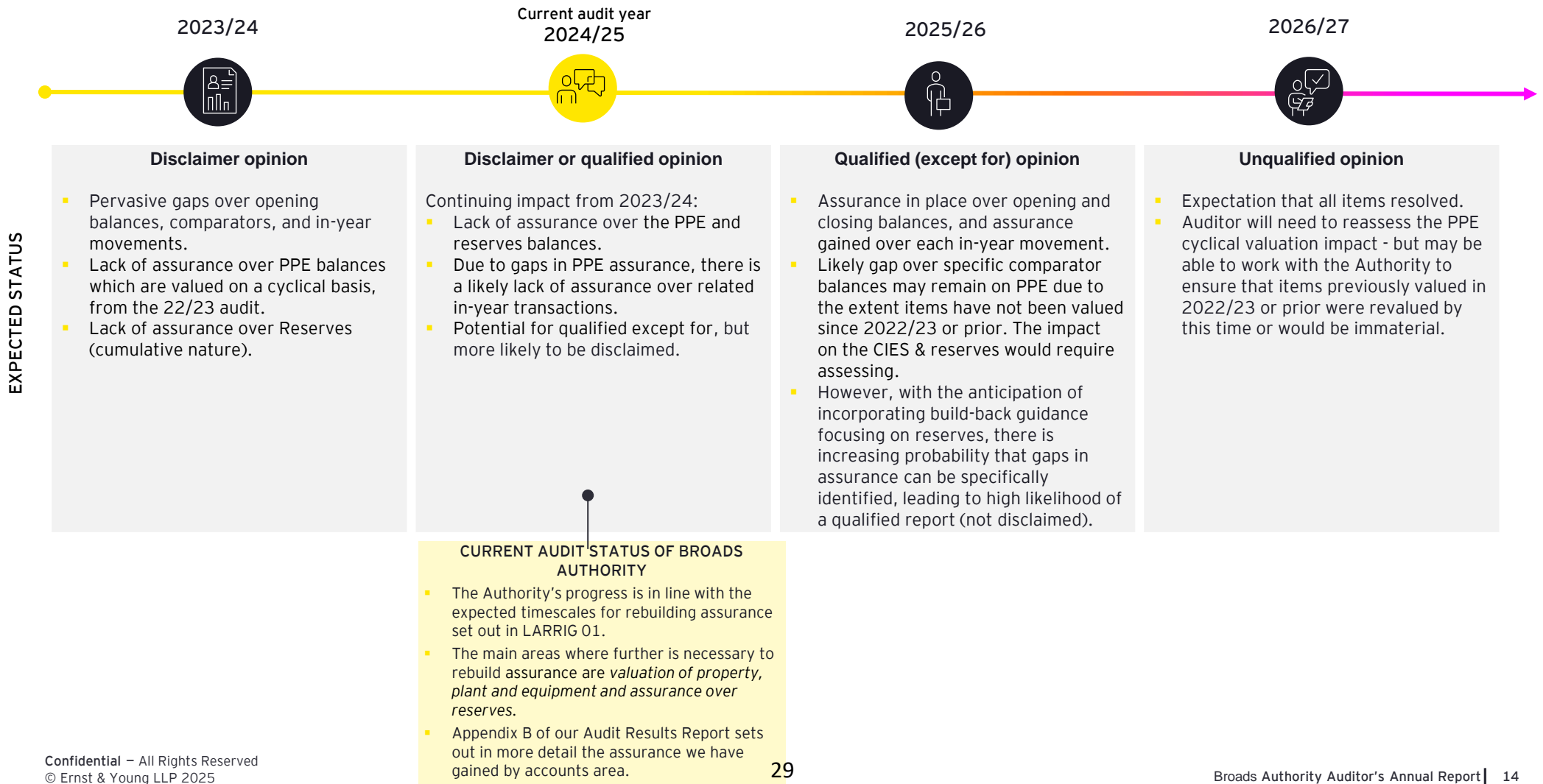
Management, and the Risk, Audit and Governance Committee, as the Authority's body charged with governance, have an essential role in supporting the delivery of an efficient and effective audit. Our ability to complete the audit is dependent on the timely formulation of appropriately supported accounting judgements, provision of accurate and relevant supporting evidence, access to the finance team and management's responsiveness to issues identified during the audit. The table below sets out our views on the effectiveness of the Authority's arrangements to support external financial across a range of relevant measures.

Area	Status			Explanation	Further detail
	R	A	G		
Timeliness of the draft financial statements	Effective			The financial statements were published by the 30 June 2025 deadline set out in the Accounts and Audit Regulations.	N/A
Quality and completeness of the draft financial statements	Effective			Whilst there were multiple disclosure errors, no significant issues in the quality of accounts were noted.	The Leases Note was noted to have significant errors and will require improvement for 2025/26. Given this is in relation to first-time adoption of IFRS16, we have not deemed this a pervasive issue across the financial statements as a whole.
Delivery of working papers in accordance with agreed client assistance schedule	Effective			The majority of working papers were provided to the agreed timetable.	N/A
Quality of working papers and supporting evidence	Requires Improvement			Whilst working papers and supporting evidence were generally of a good standard, evidence provided in relation to Cashflow Statement and Other Expenditure require improvement.	Income & Expenditure listings could not initially be reconciled to the Draft Accounts. Initial Expenditure evidence provided was often not third-party and failed to indicate which financial period the services related to.
Timeliness and quality of evidence supporting key accounting estimates	Effective			Evidence provided around the key accounting estimates was generally of a good standard.	N/A
Access to finance team and personnel to support the audit in accordance with agreed project plan	Effective			The Director of Finance and the wider finance team were accessible throughout the audit and for the most part responded to queries in a timely manner.	N/A
Volume and value of identified misstatements	Effective			Value of misstatements identified were generally below performance materiality.	N/A
Volume of misstatements in disclosure	Requires Improvement			A relatively high number of disclosure misstatements were noted throughout the financial statements.	N/A

# Audit of financial statements (cont'd)

## Progress to full assurance

Set out below is the illustrative timescale for the process of re-building assurance set out in the NAO's Local Audit Reset and Recovery Implementation Guidance (LARRIG) 01, together with our view of the Authority's actual progress against that timescale, the reasons for that and what still needs to be done to successfully rebuild assurance. The timetable set out in LARRIG 01 assumes that disclaimers for 2022/23 and all prior open audit years were issued by the statutory backstop date of 13 December 2024.





# 03

# Value for Money commentary

# Value for Money

## The Authority's responsibilities for value for money

The Authority is required to maintain an effective system of internal control that supports the achievement of its policies, aims and objectives while safeguarding and securing value for money from the public funds and other resources at its disposal.

As part of the material published with the financial statements, the Authority is required to bring together commentary on the governance framework and how this has operated during the period in a governance statement. In preparing the governance statement, the Authority tailors the content to reflect its own individual circumstances, consistent with the requirements of the relevant accounting and reporting framework and having regard to any guidance issued in support of that framework. This includes a requirement to provide commentary on arrangements for securing value for money from the use of resources.

## Our responsibilities

Under the revised NAO Code, we are required to consider whether the Authority has put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources. The Code requires the auditor to design their work to provide them with sufficient assurance to enable them to report to the Authority a commentary against specified reporting criteria on the arrangements the Authority has in place to secure value for money through economic, efficient and effective use of its resources for the relevant period. Our summary is below:

	Significant risk identified	Significant weakness identified
 <p><b>Financial sustainability</b> How the Authority plans and manages its resources to ensure it can continue to deliver its services.</p>	<ul style="list-style-type: none"> <li>No significant risk identified</li> </ul>	<ul style="list-style-type: none"> <li>No significant weakness identified</li> </ul>
 <p><b>Governance</b> How the Authority ensures that it makes informed decisions and properly manages its risks.</p>	<ul style="list-style-type: none"> <li>No significant risk identified</li> </ul>	<ul style="list-style-type: none"> <li>No significant weakness identified</li> </ul>
 <p><b>Improving economy, efficiency and effectiveness</b> How the Authority uses information about its costs and performance to improve the way it manages and delivers its services.</p>	<ul style="list-style-type: none"> <li>No significant risk identified</li> </ul>	<ul style="list-style-type: none"> <li>No significant weakness identified</li> </ul>



# VFM Commentary: Financial Sustainability

## Financial sustainability: Our audit procedures

Our audit procedures obtained assurance over the arrangements in place for the Financial Sustainability sub-criteria set out in AGN03:

- How the Authority ensures that it identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them;
- How the Authority plans to bridge its funding gaps and identifies achievable savings;
- How the Authority plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities;
- How the Authority ensures that its financial plan is consistent with other plans such as workforce, capital, investment, and other operational planning which may include working with other local public bodies as part of a wider system; and
- How the Authority identifies and manages risks to financial resilience, e.g. unplanned changes in demand, including challenge of the assumptions underlying its plans.

## Significant risks identified during planning procedures

Within our Audit Planning Report, we identified no risks of a significant weakness in the Authority's arrangements for financial sustainability. In the prior year, no significant weaknesses were identified and there are no outstanding value for money recommendations relating to prior years. The Authority's underlying arrangements in relation to financial sustainability are not significantly different in 2024/25 to how they were in the previous year.

## Overview of our conclusions

Based on the work performed, the Authority had proper arrangements in place in 2024/25 to plan and manage its resources to ensure it can continue to deliver its services.



# Financial Sustainability Considerations

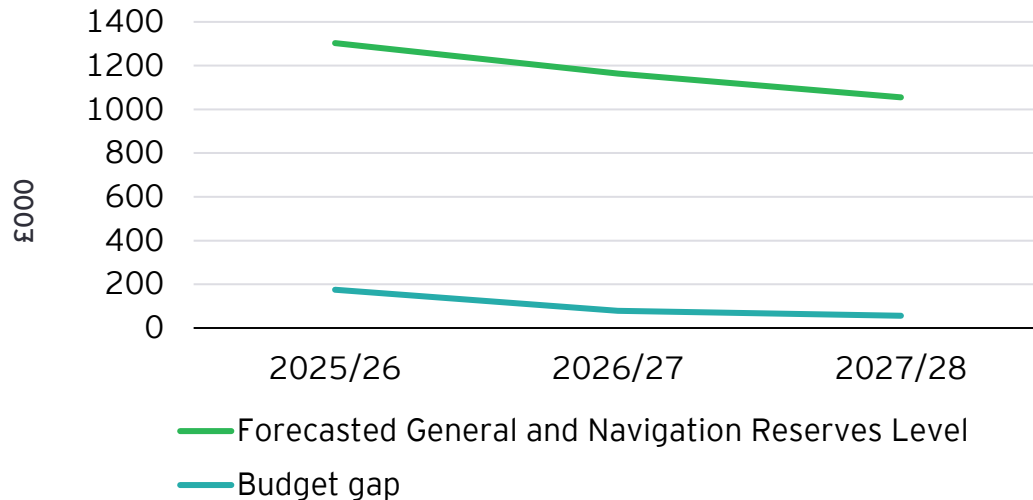
## Medium Term Financial Strategy

The Authority produces an annual budget and an update to the financial strategy at the start of each financial year. Significant financial pressures to the Authority, based on the nature of income and expenditure, are salary increases and the number of boats within the system that will require a toll. The Authority include an element of prudence within the estimates in the annual budget setting for salary increases and monitor boat numbers through discussion with boat yards and review of annual toll payments.

Funding gaps are considered as part of the budget setting process. In the short-term, funding gaps are balanced through the use of reserves, whilst appropriate savings plans, and further external funding opportunities, are investigated as a more long-term solution. The budgeted savings are included within the annual budget, and the tracking of delivery is reviewed against the budget monitoring reports.

The Authority maintains sufficient reserves to address any potential shortfall. The combined balance of the General Account Fund and the Navigation Account Fund as of 31 March 2025 was £1,796k. The graph in Exhibit A below shows the estimated budget gap and the forecasted general fund and navigation fund reserve levels, demonstrating that the Authority maintains adequate reserves to cover any potential shortfall.

## Exhibit A: The Authority's MTFP outlines a budget gap from 2025/26 to 2027/28 as below





# Financial Sustainability Considerations (cont'd)

## Budget Monitoring

Income and expenditure is monitored on a monthly basis, with budget holders providing updates on any variances. Toll income is carefully monitored so that drops in demand can be quickly identified and expenditure plans can be reprioritised. Financial position updates are taken to each Risk, Audit and Governance Committee which provides members with the latest financial information to inform decision making. Risk management is imbedded within the Authority's financial planning arrangements. The medium-term financial strategy includes prudent assumptions regarding cost inflation, future funding uncertainties and service demand pressures. These assumptions are reviewed by management and are subsequently approved by Members. Regular budget monitoring reports are then taken to the Risk, Audit and Governance Committee throughout the year. Any unplanned budget issues identified are discussed and appropriate action is taken to address the issue.

## Savings plans

The Authority performs scenario assessment of the savings requirement and identifies relevant schemes to achieve the annual savings requirements. The savings are built directly into the budgets and as such are monitored via the Authority's budget monitoring processes. We note the medium-term financial plan does include ongoing receipt of DEFRA grant income at a flat rate, which is still subject to some uncertainty whilst the outcome of a new settlement is awaited. A reserves policy has been put in place to ensure that minimum levels are adequate to manage future uncertainty until the end of 2027/28.

## Outturn position

The outturn position for 2024/25 was a forecasted surplus of £342,301 (made up of a surplus of £132,537 in relation to National Park and £209,764 in relation to Navigation).



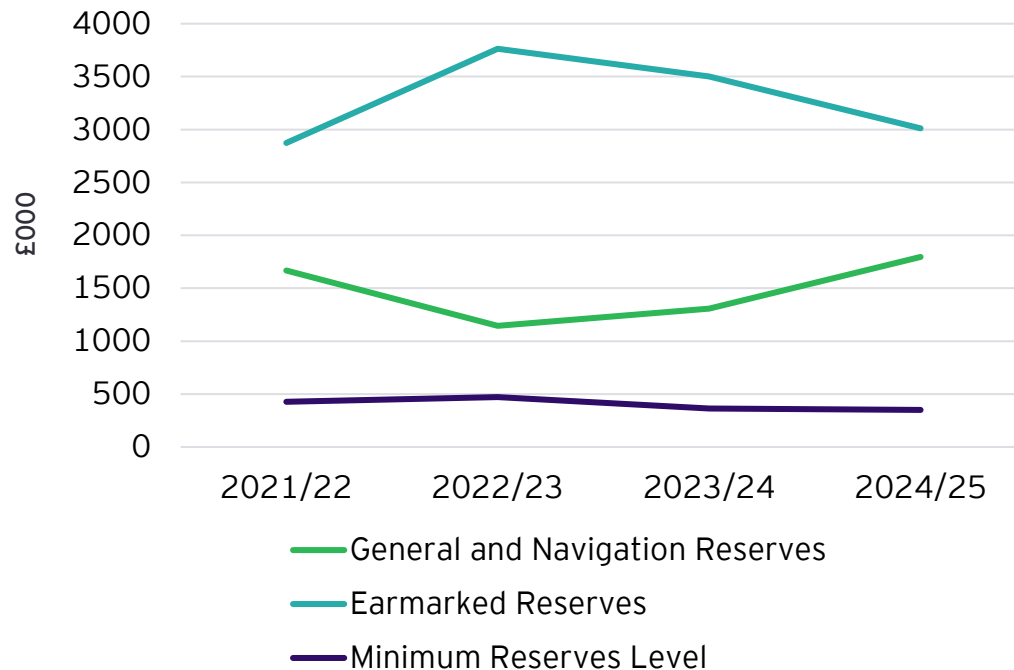
# Financial Sustainability Considerations (cont'd)

## Reserves position

As of 31 March 2025, the Authority has a total of £3,011k in the consolidated earmarked reserves (made up of £1,678k in relation to National Park and £1,332k in relation to Navigation). In addition, the General Fund and the Navigation Fund total balance was £1,796k.

The minimum reserves level is set at 10% of net expenditure. The graph in Exhibit B below shows that the Authority has managed its position to maintain sufficient reserve levels, consistently remaining above the minimum requirement. Therefore, the Authority maintains adequate reserves to address any potential shortfall, as documented on Page 18 of this report.

## Exhibit B: Reserve position from 2021/22 to 2024/25





# VFM Commentary: Governance

## Governance: Our audit procedures

Our audit procedures obtained assurance over the arrangements in place for the Governance sub-criteria set out in AGN03:

- How the Authority monitors and assesses risk and how the body gains assurance over the effective operations of internal controls, including arrangements to prevent and detect fraud;
- How the Authority approaches and carries out its annual budget setting process;
- How the Authority ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information (including non-financial information where appropriate); supports its statutory financial reporting requirements; and ensures corrective action is taken where needed, including in relation to significant partnerships;
- How the Authority ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency. This includes arrangements for effective challenge from those charged with governance; and
- How the Authority monitors and ensures appropriate standards, such as meeting legislative requirements and standards in terms of officer and member behaviour (such as gifts and hospitality declarations / conflicts of interest), and for example where it procures or commissions services.

## Significant risks identified during planning procedures

Within our Audit Planning Report presented at the 23 July 2025 Risk, Audit and Governance Committee, we identified no risks of significant weakness in the Authority's governance arrangements. In prior years, no significant weaknesses were identified and there are no outstanding recommendations relating to prior years. The Authority's underlying arrangements in relation to governance are not significantly different in 2024/25 to how they were in previous years.

## Overview of our conclusions

Based on the work performed, the Authority had proper arrangements in place in 2024/25 to make informed decisions and properly manage its risks.



# Governance Considerations

## Annual Governance Statement

We reviewed the framework for the preparation of the Annual Governance Statement (AGS). The process, as designed, is adequate to enable the Authority to report on the design and operation of arrangements that ensure sound governance, effective resource and risk management, and robust internal controls.

## Risk Management

Risks are monitored through the Corporate and Directorate registers. The Corporate Risk Register is reviewed by management and reported to each Risk, Audit and Governance Committee meeting. Internal Audit's plan is carried out through a risk-based approach to help determine which service areas should be reviewed. Key controls and corporate governance are always reviewed annually, with IT audits on specific areas every two years, in line with the Internal Audit strategy.

## Internal audit arrangements

The Head of Internal Audit provides an annual opinion on the effectiveness of controls and highlights if any areas require improvement. For 2024/25, a 'reasonable assurance' opinion was issued by Internal Audit. Internal audit covered four areas for 2024/25. Two areas received a substantial assurance opinion and two received a reasonable assurance opinion. No requirement for significant improvement was observed.

## Informed decision making and member challenge

Budget monitoring reports are presented to the Broads Authority Committee on a quarterly basis. These reports cover both revenue and capital outturns and are reviewed in the presence of the Chief Executive, S17 Officer, and other senior officers. In addition to financial updates, the Committee also receives key strategic papers, including those related to strategic priorities, capital programme, and the treasury management strategy.



# VFM Commentary: Improving Economy, Efficiency and Effectiveness

## Improving economy, efficiency and effectiveness: Our audit procedures

Our audit procedures include:

- How financial and performance information has been used to assess performance to identify areas for improvement;
- How the Authority evaluates the service it provides to assess performance and identify areas for improvement;
- How the Authority ensures it delivers its role within significant partnerships and engages with stakeholders it has identified, in order to assess where it is meeting its objectives; and
- Where the Authority commissions or procures services, how it assesses whether it is realising the expected benefits.

## Significant risks identified during planning procedures

Within our Audit Planning Report, we identified no risks of a significant weakness in the Authority's arrangements for improving economy, efficiency and effectiveness. In prior years, no significant weaknesses were identified and there are no outstanding recommendations relating to prior years. The **Authority's** underlying arrangements in relation to improving economy, efficiency and effectiveness are not significantly different in 2024/25 to how they were in previous years.

## Overview of our conclusions

Based on the work performed, the Authority had proper arrangements in place in 2024/25 in regard to how it uses information about its costs and performance to improve the way it manages and delivers its services.



# Improving Economy, Efficiency and Effectiveness Considerations

## Financial and performance information

Financial outturn is compared against the budget to identify areas of potential saving or service improvement. Performance is assessed against progress made towards the Broads Plan, strategic priorities and the budget, with regular updates being provided to the Broads Authority Committee. Any areas tracking below target will be investigated further to identify possible improvements that can be made. The Authority also uses various other sources of information to identify areas for improvement, including internal and external audit findings and recommendations.

## Procurement and contract management

The Authority has 'Financial Regulations', 'Standing Orders Relating to Contracts' and a 'Procurement Strategy' in place that follow the relevant legislation and are updated regularly. All tenders are reviewed by the S17 Officer to ensure the procurement meets the required standard. Contract templates build in monitoring throughout the contract against key performance indicators to ensure the contract is delivering as expected.

## Partnership working

The Authority maintains a contract and partnership register which is reviewed annually to ensure it remains appropriate and up to date. The most significant partnerships are those in respect of external funding where partnership agreements are in place. Performance for these agreements is assessed against agreed expectations and modified where required.

## Commissioning of services

The 'Broads Plan' is the overarching management plan for the Broads, produced by the Authority as a strategic plan. There are six strategic priorities that are aligned to the plan, and these strategies reinforce the day-to-day delivery of services by the Authority. Progress in relation to these strategic priorities are reviewed by management on a regular basis and any methods identified to support achieving these goals are discussed.

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# Broads Authority

Audit results report

Year ended 31 March 2025

**11 November 2025**





Risk, Audit and Governance Committee  
Broads Authority  
Yare House 62-64 Thorpe Road  
Norwich  
NR1 1RY

11 November 2025

Dear Risk, Audit and Governance Committee Members,

**2024/25 Audit results report**

We attach our audit results report, summarising the status of our audit for the forthcoming meeting of the Risk, Audit and Governance Committee.

The audit is designed to express an opinion on the 2024/25 financial statements and address current statutory and regulatory requirements. This report contains our findings related to the areas of audit emphasis, our views on the Authority's accounting policies and judgements and material internal control findings. Each year sees further enhancements to the level of audit challenge, the exercise of professional judgement and the quality of evidence required to achieve the robust professional scepticism that society expects. We thank the management team for supporting this process.

The Risk, Audit and Governance Committee, as the Authority's body charged with governance, has an essential role in ensuring that it has assurance over both the quality of the draft financial statements prepared by management and the Authority's wider arrangements to support the delivery of a timely and efficient audit. We consider and report on the adequacy of the Authority's external financial reporting arrangements and the effectiveness of the Risk, Audit and Governance Committee in fulfilling its role in those arrangements as part of our assessment of Value for Money arrangements; and consider the use of other statutory reporting powers to draw attention to weaknesses in those arrangements where we consider it necessary to do so. We draw Risk, Audit and Governance Committee members' and officers' attention to the Public Sector Audit Appointment Limited's Statement of Responsibilities (paragraphs 26-28) which clearly sets out what is expected of audited bodies in preparing their financial statements.

This report is intended solely for the information and use of the Risk, Audit and Governance Committee and management, and is not intended to be and should not be used by anyone other than these specified parties.

We welcome the opportunity to discuss the contents of this report with you at the Risk, Audit and Governance Committee meeting on 25 November 2025.

The [EY UK 2025 Transparency Report | EY – UK](#) provides details regarding the firm's system of quality management, including EY UK's system of quality management annual evaluation conclusion as of 30 June 2025.

Yours faithfully

David Riglar

Partner, For and on behalf of Ernst & Young LLP

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- 09 Appendices

Public Sector Audit Appointments Ltd (PSAA) issued the "Statement of responsibilities of auditors and audited bodies". It is available from the PSAA website (<https://www.psa.co.uk/managing-audit-quality/statement-of-responsibilities-of-auditors-and-audited-bodies/statement-of-responsibilities-of-auditors-and-audited-bodies-from-2023-24-audits>)

The Statement of responsibilities serves as the formal terms of engagement between appointed auditors and audited bodies. It summarises where the different responsibilities of auditors and audited bodies begin and end, and what is to be expected of the audited body in certain areas.

The "Terms of Appointment and further guidance (updated July 2021)" issued by the PSAA sets out additional requirements that auditors must comply with, over and above those set out in the National Audit Office Code of Audit Practice (the Code), and in legislation, and covers matters of practice and procedure which are of a recurring nature.

This report is made solely to the Risk, Audit and Governance Committee and management of the Broads Authority in accordance with the statement of responsibilities. Our work has been undertaken so that we might state to the Risk, Audit and Governance Committee and management of the Broads Authority those matters we are required to state to them in this report and for no other purpose. To the fullest extent permitted by law we do not accept or assume responsibility to anyone other than the Risk, Audit and Governance Committee and management of the Broads Authority for this report or for the opinions we have formed. It should not be provided to any third-party without our prior written consent.



# 01 Executive Summary

# Executive Summary – Context for the audit

## Context for the audit - Measures to address local audit delays

Timely, high-quality financial reporting and audit of local bodies is a vital part of the democratic system. It supports good decision making by local bodies and ensures transparency and accountability to local taxpayers. There is general agreement that the backlog in the publication of audited financial statements by local bodies has grown to an unacceptable level and there is a clear recognition that all stakeholders in the sector need to work together to address this. Reasons for the backlog across the system have been widely reported and include:

- Lack of capacity within the local authority financial accounting profession;
- Increased complexity of reporting requirements within the sector;
- A lack of auditors and audit firms with public sector experience; and
- Increased regulatory pressure on auditors, which in turn has increased the scope and extent of audit procedures performed.

MHCLG has worked collaboratively with the FRC and other system partners, to develop and implement measures to clear the backlog. The approach to addressing the backlog consists of three phases:

- Phase 1: Reset involving clearing the backlog of historic audit opinions up to and including financial year 2022/23 by 13 December 2024. This has now been delivered.
- Phase 2: Recovery from Phase 1, starting from 2023/24, in a way that does not cause a recurrence of the backlog by using backstop dates to allow assurance to be rebuilt over multiple audit cycles. The backstop date for audit of the 2024/25 financial statements is 27 February 2026. This process of rebuilding assurance will take several years to achieve. The NAO, supported by the MHCLG and the FRC, are responsible for issuing guidance and have been liaising with audit firms to understand the complexities involved and to seek to ensure a more consistent approach for restoring assurance for disclaimed periods. The NAO has now published its Local Audit Reset and Recovery Implementation Guidance (LARRIG) 06 setting out considerations for rebuilding assurance following the issue of disclaimed audit opinions under the backstop arrangements. The guidance predominantly focuses on the rebuilding of assurance over reserves, where it is more difficult to obtain assurance because of the way in which they accumulate over successive years. It also continues to recognise that the approach needed to rebuild assurance will differ authority to authority and will need to be considered in the context of both inherent risk factors which all authorities subject to recently disclaimed opinions will share, and factors specific to each individual authority's system of internal control and financial reporting. We will continue to consider the impact of this on our audit approach. In 2024/25 we have continued to audit the closing balance sheet and in-year transactions, which allows the build back of assurances over a large number of balances within the financial statements where audit procedures can be completed for successive years.
- Phase 3: Reform involving addressing systemic challenges in the system and embedding timely financial reporting and audit.

As reported in our 2023/24 Audit Results Report, we issued a disclaimer of opinion on the Authority's 2022/23 & 2023/24 financial statements under these arrangements to reset and recover local government audit. In 2024/25, we have continued to audit the closing balance sheet and in-year transactions. Although the level of assurance gained has increased, we have not yet obtained sufficient evidence to have reasonable assurance over all in-year movements and closing balances. As a result of the disclaimer of opinion on the 2022/23 & 2023/24 financial statements, we do not have assurance over some brought forward balances where we did not gain assurance (the opening balances). This means we do not have assurance over all 2024/25 in-year movements and the comparative prior year movements. Taking into account the requirement to conclude our work by the 2024/25 backstop date, we will not be able to rebuild assurance over these balances as part of the 2024/25 audit. We are considering the form of our audit report, and whether we can issue a qualified 2024/25 audit opinion this year rather than a disclaimer. This is consistent with LARRIG01 and the illustrative timescale for progress to full assurance, which sets out that there is potential for qualified except for, but more likely to be disclaimed.

Appendix A sets out the current position in rebuilding to return to a position of full assurance on its financial statements as compared with the timeline envisaged by the NAO's LARRIG 01. This is informed by the summary of the assurances we have gained from our 2023/24 and 2024/25 audit procedures, set out at Appendix B.

# Executive Summary (cont'd)

## Scope update

In our Audit Planning Report presented at the 23 July 2025 Risk, Audit and Governance Committee meeting, we provided you with an overview of our audit scope and approach for the audit of the financial statements. We carried out our audit in accordance with this plan, with the following exceptions:

- Changes in materiality: In our Audit Planning Report, we communicated that our audit procedures would be performed using a planning materiality of £188k. Based on our materiality measure of gross revenue expenditure on services, we have updated our overall materiality assessment following receipt of the draft financial statements to £200k. This results in updated performance materiality, at 75% of overall materiality, of £150k, and an updated threshold for reporting misstatements of £10k.

## Status of the audit

Our audit work in respect of the audit opinion is substantially complete. The following items relating to the completion of our audit procedures were outstanding at the date of this report.

- Receipt and final review of revised Annual Accounts;
- Receipt of the Norfolk Pension Fund Auditor's IAS19 Results;
- Receipt of Management Letter of Representation; and
- Subsequent Events confirmation.

## Value for Money

In our Audit Planning Report dated 23 July 2025, we reported that we had completed our value for money (VFM) risk assessment and had identified no risks of significant weaknesses in arrangements. Having updated and completed the planned procedures in these areas we did not identify a significant weakness. See Section 03 of the report for further details.

## Audit differences

- One uncorrected projected misstatement for £13k has been noted in relation to Leases. Management have chosen not to correct for this as it was a projected misstatement that was substantially below our performance materiality.
- Management have corrected misstatements amounting to a total of £11,316k.
- Various disclosure misstatements have been noted and corrected by management.

## Other reporting issues

We have reviewed the information presented in the Annual Governance Statement for consistency with our knowledge of the Authority. We have no matters to report as a result of this work.

We expect to issue the audit certificate with the audit opinion, as the Authority is deemed a minor body and is therefore not required to make a Whole of Government Accounts (WGA) submission.

# Executive Summary (cont'd)

## Areas of audit focus

In our Audit Planning Report we identified a number of key areas of focus for our audit of the financial report of the Authority. This report sets out our observations and status in relation to these areas, including our views on areas which might be conservative and areas where there is potential risk and exposure. Our consideration of these matters and others identified during the period is explained within the 'Areas of Audit Focus' section of this report and summarised below.

Where applicable we have identified those matters that we consider to be key audit matters. Key audit matters are selected from the matters we communicate to you that in our opinion are of most significance to the current period audit and required significant attention in performing the audit. In accordance with ISA (UK) 701 key audit matters are included in our auditor's report.

Risk	Status of our work
Fraud Risk - Presumptive risk of management override of controls	▪ Work is completed in this area. No material issues were noted.
Fraud Risk - Inappropriate capitalisation of revenue expenditure	▪ Work is completed in this area. No material issues were noted.
Significant Risk - IFRS16 Implementation	▪ Work is completed in this area. Three corrected misstatements and one uncorrected misstatement noted. There were also disclosure misstatements that were corrected by management. Further details regarding these misstatements are provided in Section 02.
Significant Risk - Valuation of Land and Buildings	▪ Work is completed in this area. One corrected misstatement was noted. Further details regarding these misstatements are provided in Section 02.
Inherent Risk - Pension Liability Valuation	▪ Work is substantially completed in this area. One corrected misstatement was noted. There were also disclosure misstatements that were corrected by management. Further details regarding these misstatements are provided in Section 02.

## Control observations

During the audit, we identified the following deficiencies in internal control:

- Posting of journal entries by the Section 17 (S17) Officer and subsequent review of those journals by lower seniority staff.
- No formal Minimum Revenue Provision (MRP) policy in place at the Authority.

## Independence

We have not noted any independence issues throughout our audit.

Please refer to Section 08 for our update on Independence.

# Executive Summary (cont'd)

## Factors impacting the execution of the audit

Management, and the Risk, Audit and Governance Committee, as the Authority's body charged with governance, have an essential role in supporting the delivery of an efficient and effective audit. Our ability to complete the audit is dependent on the timely formulation of appropriately supported accounting judgements, provision of accurate and relevant supporting evidence, access to the finance team and management's responsiveness to issues identified during the audit. The table below sets out our views on the effectiveness of the Authority's arrangements to support external financial across a range of relevant measures.


Area	Status			Explanation	Further detail
	R	A	G		
Timeliness of the draft financial statements	Effective			The financial statements were published by the 30 June 2025 deadline set out in the Accounts and Audit Regulations.	N/A
Quality and completeness of the draft financial statements	Effective			Whilst there were multiple disclosure errors, no significant issues in the quality of accounts were noted.	The Leases Note was noted to have significant errors and will require improvement for 2025/26. Given this is in relation to first-time adoption of IFRS16, we have not deemed this a pervasive issue across the financial statements as a whole.
Delivery of working papers in accordance with agreed client assistance schedule	Effective			The majority of working papers were provided to the agreed timetable.	N/A
Quality of working papers and supporting evidence	Requires Improvement			Whilst working papers and supporting evidence were generally of a good standard, evidence provided in relation to Cashflow Statement and Other Expenditure requires improvement going forward.	Income & Expenditure listings could not initially be reconciled to the Draft Accounts. Initial Expenditure evidence provided was often not third-party and failed to indicate which financial period the services related to. The Cashflow Statement did not balance after amendments.
Timeliness and quality of evidence supporting key accounting estimates	Effective			Evidence provided around the key accounting estimates was generally of a good standard.	N/A
Access to finance team and personnel to support the audit in accordance with agreed project plan	Effective			The Director of Finance and the wider finance team were accessible throughout the audit and for the most part responded to queries in a timely manner.	N/A
Volume and value of identified misstatements	Effective			Value of misstatements identified were generally below performance materiality.	See Section 05 for details of corrected and uncorrected misstatements.
Volume of misstatements in disclosure	Requires Improvement			A relatively high number of disclosure misstatements were noted throughout the financial statements.	N/A



# 02 Areas of Audit Focus

# Areas of Audit Focus

## Fraud Risk 1 - Presumptive risk of management override of controls

 Fraud Risk

### What is the risk, and the key judgements and estimates?

The financial statements as a whole are not free of material misstatements whether caused by fraud or error.

As identified in ISA (UK) 240, management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records directly or indirectly and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

We identify and respond to this fraud risk on every audit engagement.

### What are our conclusions

During 2024/25, the S17 Officer posted 316 journals directly to the general ledger (2023/24: 17). We extended our testing to include the material journals and have not identified any accounting issues arising. However, as a Senior Officer, the S17 Officer should refrain from posting journals to ensure proper segregation of duties and maintain robust internal controls. We have raised this as a control weakness in Section 06 of this report.

We did not identify any other transactions during our audit which appeared unusual or outside the Authority's normal course of business.

Our journal entry testing has not identified any instances of inappropriate posting of journals.

### Our response to the key areas of challenge and professional judgement


We undertook the following procedures to address the fraud risk:

- Identified other fraud risks during the planning stage.
- Inquired with management as to the risks of fraud and the controls put in place to address those risks.
- Understood the oversight given by those charged with governance of management's processes over fraud.
- Discussed with those charged with governance the risks of fraud in the entity, including those risks that are specific to the entity's business sector.
- Considered whether there were any fraud risk factors associated with related party relationships and transactions and if so, whether they give rise to a risk of material misstatement due to fraud.
- Considered the effectiveness of management's controls designed to address the risk of fraud.
- Determined an appropriate strategy to address those identified risks of fraud.
- Performed mandatory procedures regardless of specifically identified fraud risks, including testing of journal entries (including S17 Officer journals) and other adjustments in the preparation of the financial statements.
- Reviewed accounting estimates for evidence of management bias.
- Undertook procedures to identify significant unusual transactions.
- Considered whether management bias was present in the key accounting estimates and judgements in the financial statements.

We utilised our data analytics capabilities to assist with our work, including journal entry testing. We also assessed journal entries for evidence of management bias and evaluated the business rationale.

# Areas of Audit Focus (cont'd)

## Fraud Risk 2 - Inappropriate capitalisation of revenue expenditure

 Fraud Risk

### What is the risk, and the key judgements and estimates?

Under ISA 240 there is a presumed risk that revenue may be misstated due to improper revenue recognition. In the public sector, this requirement is modified by Practice Note 10 issued by the Financial Reporting Council, which states that auditors should also consider the risk that material misstatements may occur by the manipulation of expenditure recognition.

We have assessed the risk is most likely to occur through the inappropriate capitalisation of revenue expenditure.

### What are our conclusions

We have not identified any material weaknesses in controls or evidence of material management override.

We have not identified any instances of inappropriate capitalisation being applied.

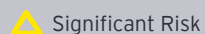
### Our response to the key areas of challenge and professional judgement

We undertook the following procedures to address the fraud risk:

- Tested Property, Plant and Equipment (PPE) additions to ensure that the expenditure incurred and capitalised is clearly capital in nature.
- Assessed whether the capitalised spend clearly enhances or extends the useful life of asset rather than simply repairing or maintaining the asset on which it is incurred.
- Considered whether any development or other related costs that have been capitalised are reasonable to capitalise, i.e. the costs incurred are directly attributable to bringing the asset into operational use.
- Identified and understood the basis for any significant journals transferring expenditure from revenue to capital codes on the general ledger at the end of the year.

# Areas of Audit Focus (cont'd)

## Significant Risk 1 - Implementation of IFRS16



### What is the risk, and the key judgements and estimates?

- IFRS16 Leases is applicable in local government for periods beginning 1 April 2024. It has been adopted, interpreted and adapted in the 2024/24 CIPFA Code of Practice on Local Authority Accounting which sets out the financial reporting framework for the Authority's 2024/25 accounts.
- IFRS16 eliminates the operating / finance lease distinction for leases and imposes a single model geared towards the recognition of all but low-value or short-term leases. Where the Authority is classed as a lessee these will now be recognised on the Balance Sheet as a 'right of use' asset with an appropriate lease liability reflecting the obligation to make lease payments.
- Successful transition will depend on the Authority having captured additional information about leases, both new and existing, especially regarding future minimum lease payments. The Authority will also have had to develop systems for capturing cost information that are fit for purpose, can respond to changes in lease terms and the presence of any variable (e.g., RPI-based) lease terms where forecasts will need to be updated annually based on prevailing indices.

### Our response to the key areas of challenge and professional judgement

We undertook the following procedures to address the significant risk:

- Gained an understanding of the processes and controls developed by the Authority relevant to the implementation of IFRS16. We ensured particular focus was on the Authority's arrangements to ensure the completeness lease and lease-type arrangements considered.
- Reviewed the discount rate that is used to calculate the right of use asset and assess its reasonableness.
- Reviewed management policies, including whether to use a portfolio approach, low value threshold, and asset classes where management is adopting as the practical expedient to non-lease components.
- Gained assurance over the right of use asset and lease liability valuation included within the 2024/25 financial statements.
- Sample tested leases to ensure that valuation, rights & obligations, and transition arrangements were correctly assessed and applied.
- Considered the accounting for leases provided at below market rate, including peppercorn and nil consideration, and the need to make adjustments to cost in the valuation of right of use assets at the balance sheet date.

### What are our conclusions

We identified three factual misstatements that management have corrected:

- An adjustment between short-term and long-term lease liability of £44k. Short-term finance lease liability amended to £59k from £103k and long-term finance lease liability amended to £560k from £516k.
- Late inclusion of Aldeby Hall after being revalued during the audit. Increase of Right-of-Use Assets and long-term lease liability by £12k.
- Short-term lease liability requires excluding from the creditor balance. A decrease in creditors and increase in short-term lease liability of £104k.

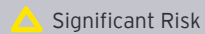
We also identified one uncorrected projected misstatement:

- Understated lease liability of £13k due to a negative discount rate used. Management did not correct this as the error.

There were also disclosure misstatements noted in relation to the presentation of the Leases and PPE Notes which had not been presented correctly leading to misstated balances. Management have adjusted for these.

# Areas of Audit Focus (cont'd)

## Significant Risk 2 - Valuation of Land and Buildings



### What is the risk, and the key judgements and estimates?

The fair value of Property, Plant and Equipment (PPE) land and buildings represents a significant balance in the Authority's accounts and are subject to valuation changes, impairment reviews and depreciation charges. Management is required to make material judgemental inputs and apply estimation techniques to calculate the year-end balances recorded in the balance sheet. There is an increased risk over the valuation of these assets due to the change in managements expert who may apply different assumptions and methodologies to their valuations.

We note that not all of the Authority's PPE is subject to revaluation. The Authority's PPE is valued on a rolling programme over 5 years. The valuation basis is different depending on the type of property being revalued, with assets carried at Depreciated Replacement Cost, Existing Use Value or Fair Value. Each valuation basis is reliant on different inputs, estimation processes and assumptions.

### Our response to the key areas of challenge and professional judgement

We undertook the following procedures to address the significant risk:

- Writing to the Authority's valuers, to assess the adequacy of the scope of the work performed, their professional capabilities and the results of their work.
- Sample tested key asset information and assumptions used by the valuers in performing their valuation, agreeing this back to third-party evidence and indices.
- Considered the annual cycle of valuations to ensure that all assets have been valued within a 5-year rolling programme as required by the Code for PPE. We have also considered if there are any specific changes to assets that have occurred and that these have been communicated to the valuer.
- Reviewed assets not subject to valuation in 2024/25 to confirm that the remaining asset base is not materially misstated or requires impairment.
- Considered changes to useful economic lives as a result of the most recent valuation.
- Tested that the accounting entries have been correctly processed in the financial statements.
- Ensured that the revaluation reserve had been appropriately adjusted for the individual assets that had been revalued in 2024/25.

### What are our conclusions

We did not identify any misstatements regarding the valuation of the Authority's land and buildings.

We did however identify a corrected factual misstatement in relation to the revaluation surplus:

- The upward revaluation of assets has been overstated by £16k. Therefore, the revaluation reserve total is to decrease by £16k.

We also noted various disclosure misstatements within the PPE Note. Management have adjusted for these.

# Areas of Audit Focus (cont'd)

## Inherent Risk 1 - Pension Liability Valuation

### What is the risk, and the key judgements and estimates?

The Local Authority Accounting Code of Practice and IAS19 require the Authority to make extensive disclosures within its financial statements regarding its membership of the Local Government Pension Scheme administered by the Authority.

The information disclosed is based on the IAS19 report issued by the actuary to the Authority.

Accounting for this scheme involves significant estimation and judgement and therefore management engages an actuary to undertake the calculations on their behalf. ISAs (UK) 500 and 540 require us to undertake procedures on the use of management experts and the assumptions underlying fair value estimates.

### Our response to the key areas of challenge and professional judgement

To respond to this higher risk estimate, we:

- Liaised with the auditors of Norfolk Pension Fund, to obtain assurances over the information supplied to the actuary in relation to the Authority.
- Assessed the work of the pension fund actuary including the assumptions they have used by relying on the work of PwC - Consulting Actuaries commissioned by the National Audit Office for all local government sector auditors. We also considered a review of this report by the EY actuarial team.
- Evaluated the reasonableness of the Pension Fund actuary's calculations by comparing them to the outputs of our own auditor's specialist's model.
- Review and test the accounting entries and disclosures made within the Authority's financial statements in relation to IAS19.
- Agreed that the asset ceiling had been appropriately calculated and presented.
- Used our EY actuarial team to recalculate the total pension liabilities and the asset ceiling.

### What are our conclusions

We identified one corrected factual misstatement in relation to this area:

- The asset ceiling had been incorrectly applied. This resulted in an adjustment of £10,849k increasing the net Pension Liability and decreasing the Pension Reserve balance.

We also noted some minor disclosure misstatements within the Pensions Note. Management have adjusted for these.



# 03 Value for Money

# Value for Money

## The Authority's responsibility for Value for Money (VFM)

The Authority is required to maintain an effective system of internal control that supports the achievement of its policies, aims and objectives while safeguarding and securing value for money from the public funds and other resources at its disposal.

As part of the material published with its financial statements, the Authority is required to bring together commentary on its governance framework and how this has operated during the period in a governance statement. In preparing its governance statement, the Authority tailors the content to reflect its own individual circumstances, consistent with the requirements set out in the NAO Code of Audit Practice. This includes a requirement to provide commentary on its arrangements for securing value for money from their use of resources.

## Risk assessment and status of our work

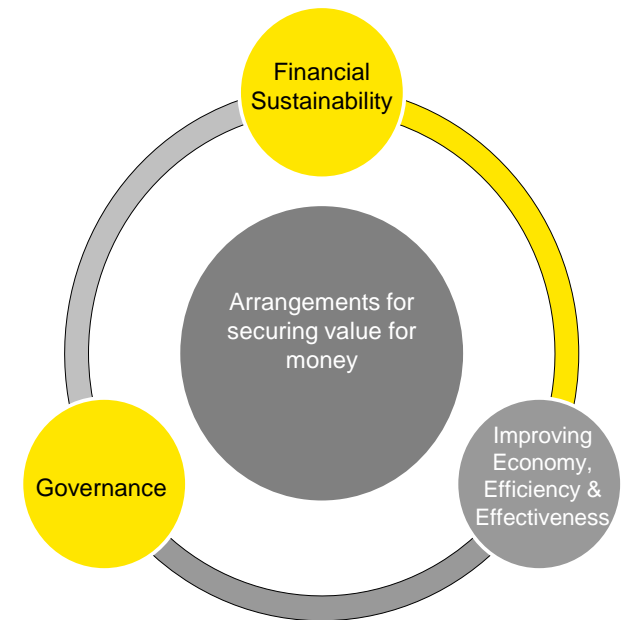
We are required to consider whether the Authority has made 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources.

Our value for money planning and the associated risk assessment is focused on gathering sufficient evidence to enable us to document our evaluation of the Authority's arrangements, to enable us to draft a commentary under three reporting criteria (see below). This includes identifying and reporting on any significant weaknesses in those arrangements and making appropriate recommendations.

We will provide a commentary on the arrangements against three reporting criteria:

- Financial Sustainability - How the Authority plans and manages its resources to ensure it can continue to deliver its services;
- Governance - How the Authority ensures that it makes informed decisions and properly manages its risks; and
- Improving Economy, Efficiency and Effectiveness - How the Authority uses information about its costs and performance to improve the way it manages and delivers its services.

We have completed our detailed VFM work and identified no risks of significant weaknesses in arrangements and therefore expect to have no matters to report by exception within our audit report.





# 04 Audit Report

# Audit Report

## Our opinion on the financial statements

As reported in our Prior Year Audit Results Report, we issued a disclaimer of opinion on the Authority's 2022/23 and 2023/24 financial statements under the arrangements to reset and recover local government audit.

In 2024/25, we have continued to audit the closing balance sheet and in-year transactions. Although the level of assurance gained has increased, we have not yet obtained sufficient evidence to have reasonable assurance over all in-year movements and closing balances.

As a result of the disclaimer of opinion on the 2023/24 financial statements, we do not have assurance over some brought forward balances from 2023/24 where we did not gain assurance. This means we do not have assurance over all 2024/25 in-year movements and the comparative prior year movements. We also do not have assurance over some 2023/24 comparative balances disclosed in the 2024/25 financial statements.

The areas where we have not obtained those assurances are presented in the summary of the assurances we have gained from our 2023/24 and 2024/25 audit procedures, set out in Appendix B.

Taking into account the requirement to conclude our work by the 2024/25 backstop date, we will not be able to rebuild assurance over these balances as part of the 2024/25 audit. We are currently considering the form of our audit report, and whether we can issue a qualified 2024/25 audit opinion this year rather than a disclaimer as issued in the last two years.

Regardless of the form of the audit report, the Broads Authority remains on track with the timescales envisaged for the illustrative timescale for the process of re-building assurance set out in the NAO's Local Audit Reset and Recovery Implementation Guidance (LARRIG) 01.



# 05 Audit Differences

# Audit Differences

In the normal course of any audit, we identify misstatements between amounts we believe should be recorded in the financial statements and the disclosures and amounts actually recorded. These differences are classified as 'known' or 'judgemental'. Known differences represent items that can be accurately quantified and relate to a definite set of facts or circumstances. Judgemental differences generally involve estimation and relate to facts or circumstances that are uncertain or open to interpretation.

## Summary of adjusted differences

We highlight the following misstatements greater than our performance materiality of £150k that were identified during the course of our audit and have been corrected by management:

- We noted the Trial Balance did not agree to the Fixed Asset Register in relation to total depreciation charged. An adjustment of £291k was required decreasing PPE Cost and increasing PPE Depreciation.
- The asset ceiling had been incorrectly applied. This resulted in an adjustment of £10,849k increasing the net Pension Liability and decreasing the Pension Reserve balance.

There were no uncorrected misstatements above £150k.

In terms of disclosure adjustments, we adjusted 20 individual notes to the financial statements.

In particular, we made various adjustments to the Property, Plant and Equipment (PPE) and Leases notes, as these had not been presented properly in relation to the implementation of IFRS16 and showing how those leases had been capitalised. We noted that Right-of-Use Assets that were capitalised under IFRS16 had been included within the PPE Additions balance, whereas they should have been presented as an adjustment to the opening balance as they existed prior to 1 April 2024.

The Authority did not include a Transitional Provision Disclosure regarding the implementation of IFRS16 as is required by the Code. The accounting policy disclosure also required some amendments to ensure it was Code compliant.

In relation to the Contingent Liabilities note, the provision for use of the site was required to be adjusted from £8.9m to £10.6m, a £1.7m adjustment.

We also made various amendments to the Cashflow Statement.



06

# Assessment of Control Environment

# Assessment of Control Environment

## Financial controls

As part of our audit of the financial statements, we obtained an understanding of internal control sufficient to plan our audit and determine the nature, timing and extent of testing performed. Although our audit was not designed to express an opinion on the effectiveness of internal control, we are required to communicate to you any significant deficiencies in internal control that we have identified.

### Summary of control observations and recommendations

Control observation and impact	Grading			Recommendation	Management Response
	H	M	L		
Journal Posting by S17 Officer - In 2024/25, the S17 Officer posted 316 journals directly to the general ledger (2023/24: 17). We extended our testing to include the material journals and have not identified any accounting issues arising. However, as a Senior Officer, the S17 Officer should refrain from posting journals to ensure proper segregation of duties and maintain robust internal controls.		Moderate		We recommend that the S17 Officer does not post journals and instead reviews them where their input is required.	Management agree that this is an issue, however due to the capacity of the relatively small finance team this is not always possible and as a result the S17 Officer does post journals on occasions.
Journal Review by Lower Seniority Staff - The journals posted by the S17 Officer are reviewed by the Senior Accountant or Financial Accountant, both of whom are lower seniority. This arrangement compromises the effectiveness of the review process and does not align with best practices for oversight and accountability.		Moderate		As above, we recommend that the S17 Officer does not post journals and instead reviews them where their input is required.	Management agree that this is an issue, however due to the capacity of the relatively small finance team this is not always possible and as a result the S17 Officer does post journals on occasions which are then reviewed by the finance team.
No formal Minimum Revenue Provision (MRP) policy in place - Based on statutory guidance (Capital finance: guidance on minimum revenue provision (5th edition)), all local authorities need to prepare an MRP policy statement ahead of each financial year. There is currently no policy prepared by the Authority. MRP for the Authority was £80k.		Moderate		Although this will not be possible for the start of the subsequent period, we recommend that the Authority put in place a formal MRP policy statement for 2025/26 that can then be adhered to going forward.	Management agree that they are required to publish a formal MRP policy per the statutory guidance.

Grading	Definition
High	Matters and/or issues considered to be fundamental to the mitigation of material risk, maintenance of internal control or good corporate governance. Action should be taken either immediately or within three months.
Moderate	Matters and/or issues considered to be of major importance to maintenance of internal control, good corporate governance or best practice for processes. Action should be taken within six months.
Low	A weakness which does not seriously detract from the internal control framework. If required, action should be taken within 6-12 months.

# Assessment of Control Environment (cont'd)

## Status of previous year's recommendations

Recommendation	Grading			Update
	H	M	L	
<p>The Authority made several manual adjustments to the Statement of Accounts following the closure of the General Ledger. This resulted in differences between the data we were utilising in the audit and the statement of accounts. We recommend that the Authority ensure all general ledger postings are finalised before the publication of the draft Statement of Accounts in future periods.</p>		Moderate		<p>The Authority continued to make manual adjustments following the closure of the General Ledger. Whilst these adjustments were not as significant as in the prior year, they still caused some issues with our reconciliation of opening account balances.</p> <p>For 2025/26 closing process, we would encourage the Authority to minimise the amount of post-closing manual adjustments.</p>



# 07

# Other Reporting Issues

# Other Reporting Issues

## Consistency of other information published with the financial statements, including the Annual Governance Statement

We must give an opinion on the consistency of the financial and non-financial information in the Broads Authority Statement of Accounts 2024/25 with the audited financial statements.

We must also review the Annual Governance Statement for completeness of disclosures, consistency with other information from our work, and whether it complies with relevant guidance.

Financial information in the Broads Authority Statement of Accounts 2024/25 and published with the financial statements was consistent with the audited financial statements.

We have reviewed the Annual Governance Statement and can confirm it is consistent with other information from our audit of the financial statements. We have no other matters to report.

## Whole of Government Accounts

The Authority is deemed a minor body and is therefore not required to make a Whole of Government Accounts (WGA) submission.

## Other powers and duties

We have a duty under the Local Audit and Accountability Act 2014 (the Act) to consider whether to report on any matter that comes to our attention in the course of the audit, either for the Authority to consider it or to bring it to the attention of the public (i.e. "a report in the public interest"). We are also able to issue statutory recommendations under Schedule 7 of Section 27 of the Act. Statutory recommendations under Schedule 7 must be considered and responded to publicly and are shared with the Secretary of State,

We did not identify any issues which required us to issue a report in the public interest or issue statutory recommendations under Schedule 7.



# 08

# Independence

# Independence

The FRC Ethical Standard requires that we provide details of all relationships between Ernst & Young (EY) and your company, and its directors and senior management and its affiliates, including all services provided by us and our network to your company, its directors and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on our integrity or objectivity, including those that could compromise independence and the related safeguards that are in place and why they address the threats.

## Relationships

There are no relationships from 1 April 2024 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

## Services provided by EY

There are no services provided by EY from 1 April 2024 to the date of this report, which we consider may reasonably be thought to bear on our independence and objectivity.

As at the date of this report, there are no future services which have been contracted and no written proposal to provide non-audit services has been submitted.

# Independence (cont'd)

The duty to prescribe fees is a statutory function delegated to Public Sector Audit Appointments Ltd (PSAA) by the Secretary of State for Housing, Communities and Local Government.

This is defined as the fee required by auditors to meet statutory responsibilities under the Local Audit and Accountability Act 2014 in accordance with the requirements of the Code of Audit Practice and supporting guidance published by the National Audit Office, the financial reporting requirements set out in the Code of Practice on Local Authority Accounting published by CIPFA/LASAAC, and the professional standards applicable to auditors' work.

A breakdown of our fees is shown in the table to the right.

As set out in our Audit Planning Report the agreed fee presented was based on the following assumptions:

- ▶ Officers meeting the agreed timetable of deliverables;
- ▶ Our financial statement opinion and value for money conclusion being unqualified;
- ▶ Appropriate quality of documentation being provided by the Authority;
- ▶ The Authority having an effective control environment; and
- ▶ The Authority complying with PSAA's Statement of Responsibilities of auditors and audited bodies. See <https://www.psa.co.uk/managing-audit-quality/statement-of-responsibilities-of-auditors-and-audited-bodies/statement-of-responsibilities-of-auditors-and-audited-bodies-from-2023-24-audits/>. In particular, the Authority should have regard to paragraphs 26 - 28 of the Statement of Responsibilities.

If any of the above assumptions prove to be unfounded, we seek a variation to the agreed fee. A narrative summary of the areas where we expect to raise scale fee variations for the audit of the Authority are set out in the fee analysis on this page.

	Current Year	Prior Year
	£	£
Scale Fee - Code Work	74,259	67,107
Proposed scale fee variation	TBD Note 2	15,814 Note 1
<b>Total audit</b>	<b>TBD</b>	<b>82,921</b>

*All fees exclude VAT*

(1) As set in our 2023/24 Audit Results Report, a scale fee variation was submitted to PSAA covering the following areas:

- Revisions to ISA (UK) 315
- New accounting standards, for example preparedness and additional disclosures in respect of IFRS16.
- Identified risks and/or issues in year (i.e., IAS 19 asset ceiling calculation and additional work performed linked to identified audit adjustments)
- As at the date of this report that scale fee variation has now been determined at a total value of £15,814.

(2) We propose to submit a scale fee variation to PSAA for additional 2024/25 work covering the following areas:

- IFRS16 implementation
- Identified risk concerning the change in management's expert for valuation of Property, Plant and Equipment
- S17 Officer Journal Testing

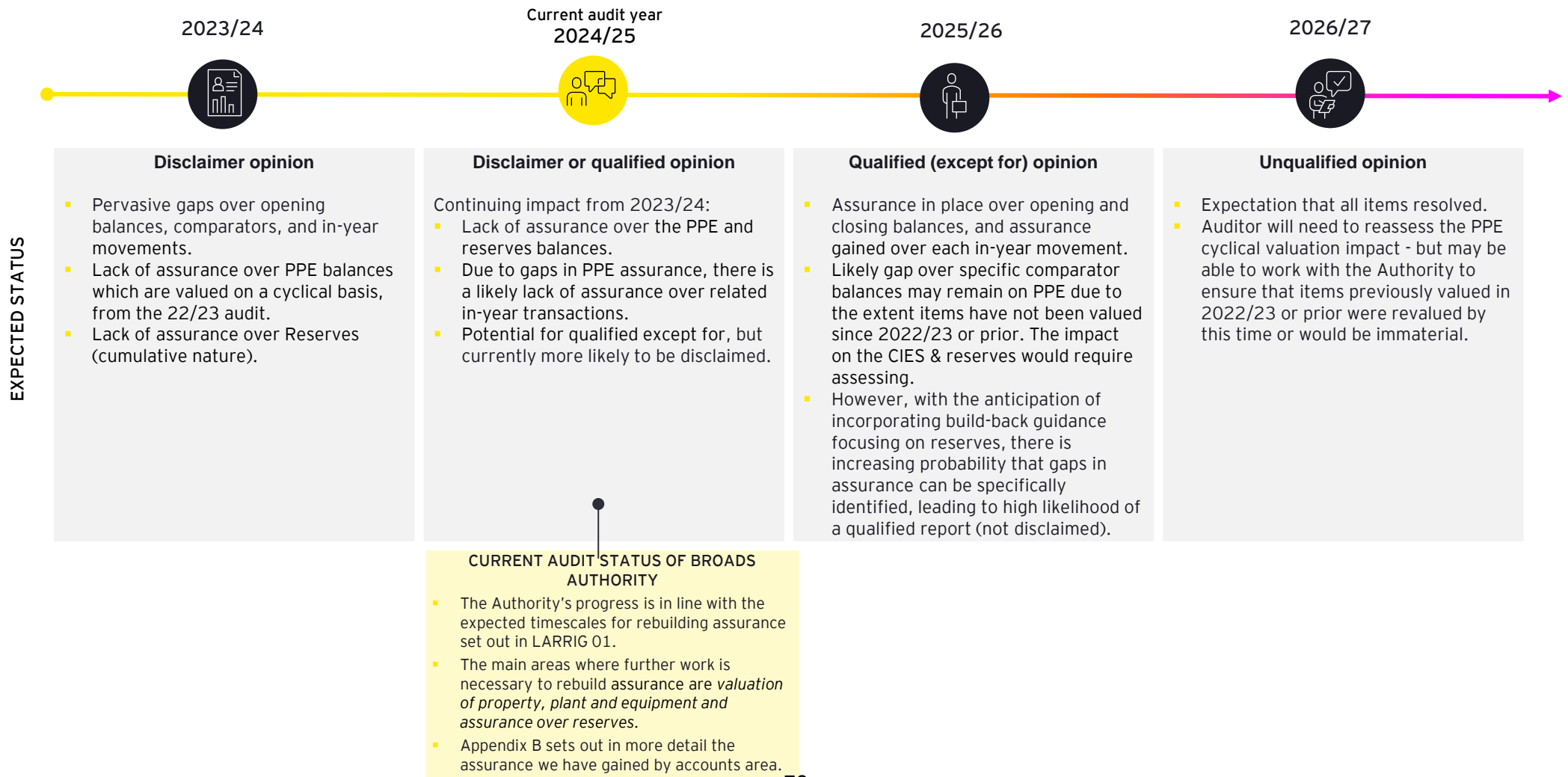


# 09 Appendices

# Appendix A – Progress to full assurance

## Progress to full assurance

Set out below is the illustrative timescale for the process of re-building assurance set out in the NAO’s Local Audit Reset and Recovery Implementation Guidance (LARRIG) 01, together with our view of the Authority’s actual progress against that timescale, the reasons for that and what still needs to be done to successfully rebuild assurance. The timetable set out in LARRIG 01 assumes that disclaimers for 2022/23 and all prior open audit years were issued by the statutory backstop date of 13 December 2024.



# Appendix B – Updated summary of assurances

## Summary of Assurances

The table below summarises the audit work we have completed on the 2023/24 and 2024/25 financial statements to demonstrate to the Committee the level of assurance that has been obtained as a result of the financial statements audit.

Account area	Assurance rating 2023/24	Assurance rating 2024/25	Summary of work performed
Property, Plant and Equipment (PPE)	Partial	Partial	We have completed testing of the 2023/24 and 2024/25 additions and disposals to the fixed asset register, audited the valuation of a sample of assets revalued in 2023/24 and 2024/25 and performed procedures to obtain assurance over the existence of assets on the fixed asset register and the Authority's right to recognise those assets. However, until we are able to rebuild assurance over PPE additions, disposals and revaluations in the disclaimed period (2022/23), we are unable to obtain substantial assurance over the completeness and valuation of PPE at 31 March 2025.
Inventories	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Leases	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Short Term Investments	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Short Term Debtors	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Cash and Cash Equivalents	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Short Term Creditors	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Grants Received in Advance	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Pension Liability	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.

# Appendix B – Updated summary of assurances (cont'd)

## Summary of Assurances (continued)

Account area	Assurance rating 2023/24	Assurance rating 2024/25	Summary of work performed
Service Expenditure (Including Payroll)	Partial	Partial	We have completed our planned audit procedures in this area and have obtained partial assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.  We have only achieved partial assurance due to depreciation charges and revaluation movements where full assurance was not obtained over the 2022/23 valuation from which the valuation movement was calculated.
Finance Income	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Grant Income	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Service Income	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Toll Income	Partial	Substantial	We have completed our planned audit procedures in this area and have obtained assurance over the closing balance at 31 March 2025. We did not have assurance over comparative balances in 2023/24.
Reserves	None	None	We have completed our work on the movements in reserves in 2023/24 and 2024/25. However, until we have completed our work programme on the rebuilding of assurance following the disclaimed audit opinion, we are unable to obtain substantial assurance over the usable and unusable reserves of the Authority reported in the financial statements.

# Appendix C – Required communications with those charged with governance

## Required communications with those charged with governance

There are certain communications that we must provide to those charged with governance. We have detailed these here together with a reference of when and where they were covered:

		Our Reporting to you
Required communications	What is reported?	When and where?
Terms of engagement	Confirmation by the audit committee of acceptance of terms of engagement as written in the engagement letter signed by both parties.	The statement of responsibilities serves as the formal terms of engagement between the PSAA's appointed auditors and audited bodies
Our responsibilities	Reminder of our responsibilities as set out in the engagement letter.	Audit planning report - Risk, Audit and Governance Committee - 23 July 2025
Planning and audit approach	<p>Communication of:</p> <ul style="list-style-type: none"> <li>▪ The planned scope and timing of the audit</li> <li>▪ Any limitations on the planned work to be undertaken</li> <li>▪ The planned use of internal audit</li> <li>▪ The significant risks identified</li> </ul> <p>When communicating key audit matters this includes the most significant risks of material misstatement (whether or not due to fraud) including those that have the greatest effect on the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team.</p>	Audit planning report - Risk, Audit and Governance Committee - 23 July 2025
Significant findings from the audit	<ul style="list-style-type: none"> <li>▪ Our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures</li> <li>▪ Significant difficulties, if any, encountered during the audit</li> <li>▪ Significant matters, if any, arising from the audit that were discussed with management</li> <li>▪ Written representations that we are seeking</li> <li>▪ Expected modifications to the audit report</li> <li>▪ Other matters if any, significant to the oversight of the financial reporting process</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025

# Appendix C – Required communications with those charged with governance (cont'd)

		Our Reporting to you
Required communications	What is reported?	When and where?
Significant findings from the audit (cont'd)	<ul style="list-style-type: none"> <li>▪ Subject to compliance with regulations, any actual or suspected non-compliance with laws and regulations identified relevant to the Risk, Audit and Governance Committee</li> <li>▪ Subject to compliance with regulations, any suspicions that irregularities, including fraud with regard to the financial statements, may occur or have occurred, and the implications thereof</li> <li>▪ The valuation methods used and any changes to these</li> <li>▪ The scope of consolidation and exclusion criteria if any and whether in accordance with the reporting framework</li> <li>▪ The completeness of documentation and explanations received</li> <li>▪ Any significant difficulties encountered in the course of the audit</li> <li>▪ Any significant matters discussed with management</li> <li>▪ Any other matters considered significant</li> </ul>	
Going concern	<p>Events or conditions identified that may cast significant doubt on the entity's ability to continue as a going concern, including:</p> <ul style="list-style-type: none"> <li>▪ Whether the events or conditions constitute a material uncertainty related to going concern</li> <li>▪ Whether the use of the going concern assumption is appropriate in the preparation and presentation of the financial statements</li> <li>▪ The appropriateness of related disclosures in the financial statements</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025
Misstatements	<ul style="list-style-type: none"> <li>▪ Uncorrected misstatements and their effect on our audit opinion, unless prohibited by law or regulation</li> <li>▪ The effect of uncorrected misstatements related to prior periods</li> <li>▪ A request that any uncorrected misstatement be corrected</li> <li>▪ Material misstatements corrected by management</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025

# Appendix C – Required communications with those charged with governance (cont'd)

		Our Reporting to you
Required communications	What is reported?	When and where?
Fraud	<ul style="list-style-type: none"> <li>▪ Enquiries of the Risk, Audit and Governance Committee to determine whether they have knowledge of any actual, suspected or alleged fraud affecting the entity</li> <li>▪ Any fraud that we have identified or information we have obtained that indicates that a fraud may exist</li> <li>▪ Unless all of those charged with governance are involved in managing the entity, any identified or suspected fraud involving:               <ul style="list-style-type: none"> <li>▪ Management;</li> <li>▪ Employees who have significant roles in internal control; or</li> <li>▪ Others where the fraud results in a material misstatement in the financial statements.</li> </ul> </li> <li>▪ The nature, timing and extent of audit procedures necessary to complete the audit when fraud involving management is suspected</li> <li>▪ Matters, if any, to communicate regarding management’s process for identifying and responding to the risks of fraud in the entity and our assessment of the risks of material misstatement due to fraud</li> <li>▪ Any other matters related to fraud, relevant to Risk, Audit and Governance Committee responsibility.</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025
Related parties	<p>Significant matters arising during the audit in connection with the entity’s related parties including, when applicable:</p> <ul style="list-style-type: none"> <li>▪ Non-disclosure by management</li> <li>▪ Inappropriate authorisation and approval of transactions</li> <li>▪ Disagreement over disclosures</li> <li>▪ Non-compliance with laws and regulations</li> <li>▪ Difficulty in identifying the party that ultimately controls the entity</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025

# Appendix C – Required communications with those charged with governance (cont'd)

		Our Reporting to you
Required communications	What is reported?	When and where?
Independence	<p>Communication of all significant facts and matters that bear on EY's, and all individuals involved in the audit, integrity, objectivity and independence.</p> <p>Communication of key elements of the audit engagement partner's consideration of independence and objectivity such as:</p> <ul style="list-style-type: none"> <li>▪ The principal threats</li> <li>▪ Safeguards adopted and their effectiveness</li> <li>▪ An overall assessment of threats and safeguards</li> <li>▪ Information about the general policies and process within the firm to maintain objectivity and independence</li> </ul> <p>Communications whenever significant judgements are made about threats to integrity, objectivity and independence and the appropriateness of safeguards put in place.</p>	<p>Audit planning report - Risk, Audit and Governance Committee - 23 July 2025</p> <p>Audit results report - Risk, Audit and Governance Committee - 25 November 2025</p>
External confirmations	<ul style="list-style-type: none"> <li>▪ Management's refusal for us to request confirmations</li> <li>▪ Inability to obtain relevant and reliable audit evidence from other procedures</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025
Consideration of laws and regulations	<ul style="list-style-type: none"> <li>▪ Subject to compliance with applicable regulations, matters involving identified or suspected non-compliance with laws and regulations, other than those which are clearly inconsequential and the implications thereof. Instances of suspected non-compliance may also include those that are brought to our attention that are expected to occur imminently or for which there is reason to believe that they may occur</li> <li>▪ Enquiry of the Risk, Audit and Governance Committee into possible instances of non-compliance with laws and regulations that may have a material effect on the financial statements and that the audit committee may be aware of</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025
Significant deficiencies in internal controls identified during the audit	<ul style="list-style-type: none"> <li>▪ Significant deficiencies in internal controls identified during the audit</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025

# Appendix C – Required communications with those charged with governance (cont'd)

		Our Reporting to you
Required communications	What is reported?	When and where?
Written representations we are requesting from management and/or those charged with governance	<ul style="list-style-type: none"> <li>Written representations we are requesting from management and/or those charged with governance</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025
System of quality management	<ul style="list-style-type: none"> <li>How the system of quality management (SQM) supports the consistent performance of a quality audit</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025
Material inconsistencies or misstatements of fact identified in other information which management has refused to revise	<ul style="list-style-type: none"> <li>Material inconsistencies or misstatements of fact identified in other information which management has refused to revise</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025
Auditors report	<ul style="list-style-type: none"> <li>Key audit matters that we will include in our auditor's report</li> <li>Any circumstances identified that affect the form and content of our auditor's report</li> </ul>	Audit results report - Risk, Audit and Governance Committee - 25 November 2025

# Appendix D – Regulatory update

## The English Devolution and Community Empowerment Bill – Audit Measures

### Background

On 16 December 2024, the Government published the English Devolution White Paper. The White Paper outlines how England is one of the most centralised countries in the world and contends that over-centralisation is holding back the prosperity of the regions. As a result, there is an intention from Government to widen and deepen devolution to local areas across England. The English Devolution and Community Empowerment Bill (the Bill) is intended to provide the legislative framework to do this by setting out a standardised framework of devolved powers, duties and functions. The bill is in six parts:

- Part 1 introduces the new devolution architecture for England, centred around the new category of “strategic authorities” (SAs). These are organisations designated by Government to have responsibility for strategy development and programme delivery over larger functional economic areas.
- Part 2 outlines the powers and duties which existing and future SAs will have, and the new process by which new powers and duties can be conferred on SAs by Government in the future.
- Part 3 is focused on measures designed to strengthen local government and communities.
- Part 4 is intended to strengthen the accountability of the local government sector by reforming the local audit system, including the establishment of the Local Audit Office (LAO) as the body responsible for overseeing local audit.
- Part 5 concerns the banning of upwards only rent review clauses for commercial leases to prevent vacant shops and regenerate high streets in communities across England.
- Part 6 contains the technical sections related to the Bill, including on regulations, commencement and extent.

The draft legislation can be found in full at [English Devolution and Community Empowerment Bill](#).

### Part 4 of the Bill - Reforming local audit

The Bill is intended to overhaul the local audit system as is part of the wider measures to address the backlog in local government audit previously considered by this report. Specifically:

- The LAO will be established with the aim of radically simplifying the current audit system and bringing functions together under a single organisation with a clear remit. The LAO will be responsible for coordinating the system, standard setting, contracting, quality oversight and reporting. It will also support and enable wider measures to address pressing challenges, including reforms to financial reporting; strengthening audit capacity and capability; and establishing public provision of audit to support the private market.
- The LAO will be responsible for audit quality and the regulation of audit providers. Regulatory powers can be delegated.
- The LAO will be responsible for auditor appointment to all local audits other than for NHS bodies, will set indicative fees, publish those fees and make final determinations on the fees to be paid. The ability of local authorities to appoint their own auditors is removed.
- Audit firms will be required to nominate ‘lead individuals’ and have pre-approval of their own eligibility criteria.
- The responsibility for production of the Code of Audit Practice passes from the NAO to LAO. The LAO is also able to determine technical standards that auditors must follow.
- Statutory guidance for Audit Committees will be developed by LAO in conjunction with the Local Government Association, CIPFA and other relevant bodies.

We will continue to keep you updated as these arrangements develop.

# Appendix E – Management representation letter

## Management representation letter

11 November 2025

Ernst & Young

One Cambridge Square, Cambridge, CB4 0AE

This letter of representations is provided in connection with your audit of the financial statements of Broads Authority (“the Authority”) for the year ended 31 March 2025. We recognise that obtaining representations from us concerning the information contained in this letter is a significant procedure in enabling you to form an opinion as to whether the financial statements give a true and fair view of the Authority financial position of Broads Authority as of 31 March 2025 and of its income and expenditure for the year then ended in accordance with CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25.

We understand that the purpose of your audit of our financial statements is to express an opinion thereon and that your audit was conducted in accordance with International Standards on Auditing (UK), which involves an examination of the accounting system, internal control and related data to the extent you considered necessary in the circumstances, and is not designed to identify - nor necessarily be expected to disclose - all fraud, shortages, errors and other irregularities, should any exist.

Accordingly, we make the following representations, which are true to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

### A. Financial Statements and Financial Records (See Note B.)

1. We have fulfilled our responsibilities, under the relevant statutory authorities, for the preparation of the financial statements in accordance with the Accounts and Audit Regulations 2015 and CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25.<sup>5</sup>

2. We acknowledge, as members of management of the Authority, our responsibility for the fair presentation of the financial statements. We believe the financial statements referred to above give a true and fair view of the financial position, financial performance (or results of operations) and cash flows of the Authority in accordance with the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25, and are free of material misstatements, including omissions. We have approved the financial statements.
3. The material accounting policy information adopted in the preparation of the financial statements are appropriately described in the financial statements.
4. As members of management of the Authority, we believe that the Authority has a system of internal controls adequate to enable the preparation of accurate financial statements in accordance with the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25, that are free from material misstatement, whether due to fraud or error.<sup>6</sup>
5. We believe that the effects of any unadjusted audit differences, summarised in the accompanying schedule, accumulated by you during the current audit and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.<sup>7</sup> We have not corrected these differences identified by and brought to the attention from the auditor because they are projected misstatements that are in total below Tolerable Error.<sup>8</sup>
6. We confirm the Authority does not have securities (debt or equity) listed on a recognised exchange.

### B. Non-compliance with law and regulations, including fraud

1. We acknowledge that we are responsible to determine that the Authority's activities are conducted in accordance with laws and regulations and that we are responsible to identify and address any non-compliance with applicable laws and regulations, including fraud.

# Appendix E – Management representation letter (cont'd)

## Management representation letter (cont'd)

2. We acknowledge that we are responsible for the design, implementation and maintenance of a system of internal control to prevent and detect fraud and that we believe we have appropriately fulfilled those responsibilities.<sup>9</sup>
3. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.<sup>10</sup>
4. We have no knowledge of any identified or suspected non-compliance with laws or regulations, including fraud that may have affected the Authority (regardless of the source or form and including without limitation, any allegations by “whistleblowers”), including non-compliance matters:
  - involving financial improprieties;
  - related to laws and regulations that have a direct effect on the determination of material amounts and disclosures in the Authority’s financial statements;
  - related to laws and regulations that have an indirect effect on amounts and disclosures in the financial statements, but compliance with which may be fundamental to the operations of the Authority’s activities, its ability to continue to operate, or to avoid material penalties;
  - involving management, or employees who have significant roles in internal controls, or others; or
  - in relation to any allegations of fraud, suspected fraud or other non-compliance with laws and regulations communicated by employees, former employees, analysts, regulators or others.<sup>11</sup>

### C. Information Provided and Completeness of Information and Transactions

1. We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;

- Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.<sup>12</sup>
2. All material transactions have been recorded in the accounting records and are reflected in the financial statements.<sup>13</sup>
  3. We have made available to you all minutes of the meetings of the Authority and its committees (or summaries of recent meetings for which minutes have not yet been prepared) held from 1 April 2024 through to the 11 November 2025.
  4. We confirm the completeness of information provided regarding the identification of related parties. We have disclosed to you the identity of the Authority’s related parties and all related party relationships and transactions of which we are aware, including sales, purchases, loans, transfers of assets, liabilities and services, leasing arrangements, guarantees, non-monetary transactions and transactions for no consideration for the period ended 31 March 2025, as well as related balances due to or from such parties at the period end. These transactions have been appropriately accounted for and disclosed in the financial statements.<sup>14</sup>
  5. We believe that the methods, significant assumptions and the data we used in making accounting estimates and related disclosures are appropriate and consistently applied to achieve recognition, measurement and disclosure that is in accordance with [applicable financial reporting framework].<sup>15</sup>
  6. We have disclosed to you, and the Authority has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
  7. From the date of our last management representation letter through the date of this letter we have disclosed to you, to the extent that we are aware, any (1) unauthorized access to our information technology systems that either occurred or to the best of our knowledge is reasonably likely to have occurred based on our investigation, including of reports submitted to us by third parties (including regulatory agencies, law enforcement agencies and security consultants), to the extent that such unauthorized access to our information technology systems is reasonably likely to have a material impact to the financial statements, in each case or in the aggregate, and (2) ransomware attacks when we paid or are contemplating paying a ransom, regardless of the amount

# Appendix E – Management representation letter (cont'd)

## Management representation letter (cont'd)

### D. Liabilities and Contingencies

1. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
2. We have informed you of all outstanding and possible litigation and claims, whether or not they have been discussed with legal counsel.<sup>19</sup>
3. We have recorded and/or disclosed, as appropriate, all liabilities related to litigation and claims, both actual and contingent, and have disclosed in the financial statements all guarantees that we have given to third parties.<sup>17</sup>

### E. Going Concern<sup>18</sup>

1. The financial statements disclose all the matters of which we are aware that are relevant to the Authority's ability to continue as a going concern, including significant conditions and events, our plans for future action, and the feasibility of those plans.

### F. Subsequent Events

1. There have been no events subsequent to period end which require adjustment of or disclosure in the financial statements or notes thereto.<sup>19</sup>

### G. Other information<sup>20</sup>

1. We acknowledge our responsibility for the preparation of the other information. The other information comprises of the Narrative Report and the Annual Governance Statement.
2. We confirm that the content contained within the other information is consistent with the financial statements.

### H. Climate-related matters

1. We confirm that to the best of our knowledge all information that is relevant to the recognition, measurement, presentation and disclosure of climate-related matters has been considered and reflected in the financial statements.
2. The key assumptions used in preparing the financial statements are, to the extent allowable under the requirements of the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25, aligned with the statements we have made in the other information or other public communications made by us (see Section G).

### I. Use of the Work of a Specialist

1. We agree with the findings of the specialists that we engaged to evaluate the valuation of land and buildings and have adequately considered the qualifications of the specialists in determining the amounts and disclosures included in the financial statements and the underlying accounting records. We did not give or cause any instructions to be given to the specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an effect on the independence or objectivity of the specialists.

### J. Estimates (Valuation of IFRS16 Leases, Pension Liability, and Property, Plant and Equipment)<sup>21</sup>

1. We confirm that the significant judgments made in making the above estimates have taken into account all relevant information of which we are aware.
2. We believe that the selection or application of the methods, assumptions and data used by us have been consistently and appropriately applied or used in making the above estimates.
3. We confirm that the significant assumptions used in making the above estimates appropriately reflect our intent and ability to carry out this valuation.
4. We confirm that the disclosures made in the financial statements with respect to the accounting estimates, including those describing estimation uncertainty, are complete and are reasonable in the context of the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25.

# Appendix E – Management representation letter (cont'd)

## Management representation letter (cont'd)

5. We confirm that appropriate specialised skills or expertise has been applied in making the above accounting estimates.
6. We confirm that no adjustments are required to the accounting estimate(s) and disclosures in the financial statements.

### K. Ownership of Assets

1. Except for assets capitalised under finance leases, the Authority has satisfactory title to all assets appearing in the balance sheet(s), and there are no liens or encumbrances on the Authority's assets, nor has any asset been pledged as collateral, other than those that are disclosed in the notes to the financial statements. All assets to which the Authority has satisfactory title appear in the balance sheet.
2. All agreements and options to buy back assets previously sold have been properly recorded and adequately disclosed in the financial statements.
3. We have no plans to abandon lines of product or other plans or intentions that will result in any excess or obsolete inventory, and no inventory is stated at an amount in excess of net realisable value.
4. There are no formal or informal compensating balance arrangements with any of our cash and investment accounts. Except as disclosed in the notes to the financial statements, we have no other line of credit arrangements.

### L. Retirement benefits

1. On the basis of the process established by us and having made appropriate enquiries, we are satisfied that the actuarial assumptions underlying the scheme liabilities are consistent with our knowledge of the business. All significant retirement benefits and all settlements and curtailments have been identified and properly accounted for.

*Yours faithfully,*

---

(Chief Financial Officer/Finance Director)

---

(Chairman of the Audit Committee)

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David Riglar  
Partner  
Ernst & Young  
One Cambridge Square  
Cambridge  
CB4 0AW

Date to be inserted upon signing

Dear David

### **Broads Authority Letter of Representation**

This letter of representations is provided in connection with your audit of the financial statements of Broads Authority (“the Authority”) for the year ended 31 March 2025. We recognise that obtaining representations from us concerning the information contained in this letter is a significant procedure in enabling you to form an opinion as to whether the consolidated and parent Authority financial statements give a true and fair view of (or ‘present fairly, in all material respects,’) the authority financial position of Broads Authority as of 31 March 2025 and of its financial performance (or operations) and its cash flows for the year then ended in accordance with, for the Authority, CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25.

We understand that the purpose of your audit of our Authority financial statements is to express an opinion thereon and that your audit was conducted in accordance with International Standards on Auditing (UK), which involves an examination of the accounting system, internal control and related data to the extent you considered necessary in the circumstances, and is not designed to identify - nor necessarily be expected to disclose - all fraud, shortages, errors and other irregularities, should any exist.

Accordingly, we make the following representations, which are true to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:



## **A. Financial Statements and Financial Records**

1. We have fulfilled our responsibilities, under the relevant statutory authorities, for the preparation of the financial statements in accordance with, for the Authority, the Accounts and Audit Regulations 2015 and the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25.
2. We acknowledge, as members of management of the authority, our responsibility for the fair presentation of the consolidated and parent Authority financial statements. We believe the Authority financial statements referred to above give a true and fair view of the financial position, financial performance (or results of operations) and cash flows of the Authority in accordance with the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25, and are free of material misstatements, including omissions. We have approved the financial statements.
3. The material accounting policies adopted in the preparation of the authority financial statements are appropriately described in the authority's financial statements.
4. As members of management of the authority, we believe that the authority has a system of internal controls adequate to enable the preparation of accurate financial statements in accordance with CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25 that are free from material misstatement, whether due to fraud or error.
5. We believe that the effects of any unadjusted audit differences, summarised in the accompanying schedule, accumulated by you during the current audit and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. We have not corrected these differences identified by and brought to the attention from the auditor because they are projected misstatements that are not material.
6. We confirm the authority does not have securities (debt or equity) listed on a recognised exchange.

## **B. Non-compliance with laws and regulations, including fraud**

1. We acknowledge that we are responsible to determine that the authority's business activities are conducted in accordance with laws and regulations and that we are responsible to identify and address any non-compliance with applicable laws or regulations, including fraud.
2. We acknowledge that we are responsible for the design, implementation and maintenance of a system of internal control to prevent and detect fraud and that we believe we have appropriately fulfilled those responsibilities.
3. We have disclosed to you the results of our assessment of the risk that the Authority financial statements may be materially misstated as a result of fraud.

4. We have no knowledge of any identified or suspected non-compliance with laws or regulations, including fraud, that may have affected the Authority (regardless of the source or form and including without limitation, any allegations by “whistleblowers”), including non-compliance matters:
  - Involving financial improprieties
  - Related to laws or regulations that have a direct effect on the determination of material amounts and disclosures in the Authority financial statements
  - Related to laws or regulations that have an indirect effect on amounts and disclosures in the Authority financial statements, but compliance with which may be fundamental to the operations of the authority’s business, its ability to continue in business, or to avoid material penalties
  - Involving management, or employees who have significant roles in internal control, or others; or
  - In relation to any allegations of fraud, suspected fraud or other non-compliance with laws and regulations communicated by employees, former employees, analysts, regulators or others.

### **C. Information Provided and Completeness of Information and Transactions**

1. We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
  - Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
2. All material transactions have been recorded in the accounting records and are reflected in the Authority financial statements.
3. We have made available to you all minutes of the meetings of the Authority and its committees (Broads Authority and Risk, Audit and Governance) (or summaries of actions of recent meetings for which minutes have not yet been prepared) held from 1 April 2024 through to the 11 November 2025.
4. We confirm the completeness of information provided regarding the identification of related parties. We have disclosed to you the identity of the authority’s related parties and all related party relationships and transactions of which we are aware, including sales, purchases, loans, transfers of assets, liabilities and services, leasing arrangements, guarantees, non-monetary transactions and transactions for no

consideration for the period ended, as well as related balances due to or from such parties at the 31 March 2025 period end. These transactions have been appropriately accounted for and disclosed in the Authority financial statements.

5. We believe that the methods, significant assumptions and the data we used in making accounting estimates and related disclosures are appropriate and consistently applied to achieve recognition, measurement and disclosure that is in accordance with CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25.
6. We have disclosed to you, and the authority has complied with, all aspects of contractual agreements that could have a material effect on the Authority financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
7. From the date of our last management representation letter through the date of this letter we have disclosed to you, to the extent that we are aware, any (1) unauthorised access to our information technology systems that either occurred or is reasonably likely to have occurred, including of reports submitted to us by third parties (including regulatory agencies, law enforcement agencies and security consultants), to the extent that such unauthorised access to our information technology systems is reasonably likely to have a material effect on the Authority financial statements, in each case or in the aggregate, and (2) ransomware attacks when we paid or are contemplating paying a ransom, regardless of the amount.

#### **D. Liabilities and Contingencies**

1. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
2. We have informed you of all outstanding and possible litigation and claims, whether or not they have been discussed with legal counsel.
3. We have recorded and/or disclosed, as appropriate, all liabilities related to litigation and claims, both actual and contingent, and have disclosed in Note 33 to the consolidated and parent Authority financial statements all guarantees that we have given to third parties.

#### **E. Going Concern**

1. The financial statements discloses all the matters of which we are aware that are relevant to the Authority's ability to continue as a going concern, including significant conditions and events, our plans for future action, and the feasibility of those plans.

#### **F. Subsequent Events**

1. Other than the events described in Note 6 to the Authority financial statements, there have been no events subsequent to period end which require adjustment of or

disclosure in the consolidated and parent Authority financial statements or notes thereto.

#### **G. Other information**

1. We acknowledge our responsibility for the preparation of the other information. The other information comprises the information contained within the Narrative Statement and the Annual Governance Statement.
2. We confirm that the content contained within the other information is consistent with the financial statements.

#### **H. Climate-related matters**

1. We confirm that to the best of our knowledge all information that is relevant to the recognition, measurement, presentation and disclosure of climate-related matters has been considered and the authority have reflected these in the financial statements.
2. The key assumptions used in preparing the financial statements are, to the extent allowable under the requirements of the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25, aligned with the statements we have made in the other information or other public communications made by us (see Section G).

#### **I. Use of the Work of a Specialist**

1. We agree with the findings of the specialists that we engaged to evaluate the current value of the land and buildings, and have adequately considered the qualifications of the specialists in determining the amounts and disclosures included in the financial statements and the underlying accounting records. We did not give or cause any instructions to be given to the specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an effect on the independence or objectivity of the specialists.

#### **J. Estimates (Valuation of IFRS16 Leases, Pension Liability, and Property, Plant and Equipment)**

1. We confirm that the significant judgments made in making the above estimates have taken into account all relevant information of which we are aware.
2. We believe that the selection or application of the methods, assumptions and data used by us have been consistently and appropriately applied or used in making the above accounting estimates.
3. We confirm that appropriate specialized skills or expertise has been applied in making the property, plant and equipment and pensions liability accounting estimates.
4. We confirm that the disclosures made in the financial statements with respect to the accounting estimates, including those describing estimation uncertainty, are complete

and are reasonable in the context of the CIPFA LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25.

5. We confirm that appropriate specialised skills or expertise has been applied in making the above accounting estimates.
6. We confirm that no adjustments are required to the accounting estimate(s) and disclosures in the financial statements.

**K. Ownership of Assets**

1. Except for assets capitalised under finance leases, the Authority has satisfactory title to all assets appearing in the balance sheet(s), and there are no liens or encumbrances on the Authority's assets, nor has any asset been pledged as collateral, other than those that are disclosed in the notes to the financial statements. All assets to which the Authority has satisfactory title appear in the balance sheet.
2. All agreements and options to buy back assets previously sold have been properly recorded and adequately disclosed in the financial statements.
3. We have no plans to abandon lines of product or other plans or intentions that will result in any excess or obsolete inventory, and no inventory is stated at an amount in excess of net realisable value.
4. There are no formal or informal compensating balance arrangements with any of our cash and investment accounts. Except as disclosed in the notes to the financial statements, we have no other line of credit arrangements.

**L. Retirement benefits**

1. On the basis of the process established by us and having made appropriate enquiries, we are satisfied that the actuarial assumptions underlying the scheme liabilities are consistent with our knowledge of the business. All significant retirement benefits and all settlements and curtailments have been identified and properly accounted for.

Yours sincerely

---

(Director of Finance)

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(Chair of Risk, Audit and Governance)

# Risk, Audit and Governance Committee

25 November 2025

Agenda item number 8

## Statement of Accounts 2024/25

Report by Senior Accountant and Director of Resources

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### Summary

This report provides an update on the Broads Authority's Statement of Accounts and its audit for the year ended 31 March 2025.

### Recommendation

To note the current position regarding the final Statement of Accounts for 2024/25.

---

## 1. Introduction

- 1.1. The draft Statement of Accounts for 2024/25 was last presented to this committee on 23 July 2025. At the meeting it was reported that the audit started on 21 July 2025. The auditors will report their results under agenda item 7.

## 2. Changes to the 2024/25 Accounts

- 2.1. At the time of writing there has been no changes to the outturn surplus reported in July 2025 of £585,914. However, following the audit and pension fund audit there have been some amendments to the pension figures within the balance sheet and the valuation of peppercorn leases.
- 2.2. Members will recall that 2024/25 was the first-time adoption of IFRS16 (Right of Use Assets) and there have been some amendments to how this information is disclosed.
- 2.3. Table 1 below provides an updated summary of adjustments.

**Table 1**

## Detailed adjustments

<b>Income and Expenditure type</b>	<b>Service Analysis £000's</b>	<b>Not report to Management £000's</b>	<b>Not included in the CIES £000's</b>	<b>Net Cost of Services £000's</b>	<b>Other operating expenditure, finance &amp; investment income and Government Grant £000's</b>	<b>Surplus on the Provision of Services £000's</b>
Fees, charges and other service income	(6,329)	0	0	(6,329)	0	(6,329)
Interest and investment income	(307)	0	307	0	(307)	(307)
Contribution from reserves	(520)	0	42	(478)	0	(478)
Government Grants and donated assets (peppercorn leases)	(3,914)	0	3,914	0	(4,061)	(4,061)
<b>Total Income</b>	<b>(11,070)</b>	<b>0</b>	<b>4,263</b>	<b>(6,807)</b>	<b>(4,368)</b>	<b>(11,175)</b>
Employee expenses	5,924	(38)	0	5,886	9	5,895
Other service expenses	4,561	0	(517)	4,044	0	4,044
Depreciation, amortisation & revaluation	0	379	0	379	0	379
Interest payments	0	0	0	0	69	69

<b>Income and Expenditure type</b>	<b>Service Analysis £000's</b>	<b>Not report to Management £000's</b>	<b>Not included in the CIES £000's</b>	<b>Net Cost of Services £000's</b>	<b>Other operating expenditure, finance &amp; investment income and Government Grant £000's</b>	<b>Surplus on the Provision of Services £000's</b>
Gain on disposal of Asset	0	0	0	0	(12)	(12)
<b>Total Operating Expenditure</b>	<b>10,485</b>	<b>341</b>	<b>(517)</b>	<b>10,309</b>	<b>66</b>	<b>10,375</b>
<b>(Surplus) / Deficit on the Provision of Services</b>	<b>(585)</b>	<b>341</b>	<b>3,476</b>	<b>3,502</b>	<b>(4,302)</b>	<b>(800)</b>

2.4. This has resulted in an increase of £7,000 on the surplus on the provision of services.

### 3. Balance Sheet

3.1. Following the adjustments to the pension asset ceiling the net position has moved from a net asset position of £23,046,000 to £12,189,000. The balance sheet can be found on page 19 in appendix 1.

3.2. The bottom section of the Balance Sheet on page 19 splits the reserves between useable and unusable reserves. The useable reserves can be used to fund future operating expenditure, while the unusable reserves are kept to manage accounting processes such as unrealised gains or acquisitions of Fixed Assets and the movements on the Pension Reserve.

3.3. The individual balances that make up the earmarked reserve can be found within the Statement of Accounts under note 10, page 41. The year end balances of the reserves are:

- National Park £1,169,983;
- Navigation £627,571;
- Earmarked £3,556,519 of which £1,340,622 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 Annual Governance was approved for issue on 25 July 2025 and is available to view on the website [Annual Accounts](#).

## 5. Audit of the Statement of Accounts

- 5.1. The Authority's external auditors, Ernst & Young (EY) will cover this under agenda item 7.

## 6. Financial implications

- 6.1. The Statement of Accounts for 2024/25 shows revenue reserves of £1,797,554 (National Park (general) reserves £1,169,983, Navigation reserves £627,571) that are considered to be adequate. The National Park reserve at the end of 2024/25 stands at 31.2% of net expenditure, while the Navigation reserve is 14.6%.
- 6.2. The outturn figures for 2024/25, the impact of boat numbers and the 2025/26 level of tolls received will be assessed for their impact on the overall level of reserves and will be considered in future budgeting proposals and when making decisions about income and expenditure in 2026/27.

Author: Izabela Foley and Emma Krelle

Date of report: 10 November 2025

[Broads Plan](#) strategic objectives: All

Appendix 1 – [Statement of Accounts 2024/25](#)

# Broads Authority

## Statement of Accounts 2024/25

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# Narrative report

## Introduction

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

## About the Broads Authority

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

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

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

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

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

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

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

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

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

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

The Broads Plan is the key management plan for the Broads. It sets out a long-term vision for the benefit of the natural and cultural environment, local communities and visitors. Although the Authority is responsible for its production it is a plan for the whole of the Broads, and its success very much depends on a common vision, strong partnership working and the best use of shared resources. The plan for the period 2022-27 was adopted by the Authority on 23 September 2022 and is publicly available via the website link below.

[Broads Plan 2022 - 2027 \(broads-authority.gov.uk\)](https://broads-authority.gov.uk)

The Authority's Strategic Priorities are set annually by the members in line with objectives in the Broads Plan. Progress against the Strategic Priorities is reported regularly to the Authority and details of 2024/25 can be found in the link below:

[Strategic Priorities](#)

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

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

The Authority is funded from two major sources; National Park Grant from Defra and Navigation Toll Income.

## Governance

The Annual Governance Statement provides details of progress against the current year and provides the new financial year action plan. This was approved by the Authority on 23 July 2025 and is available via the link below:

[Annual Governance Statement](#)

In June 2025, Natural England published the guidance for developing and reviewing management plans for Protected Landscapes in England: [Management plans for Protected](#)

[Landscapes in England - GOV.UK](#). The guidance will need to be considered for the next review of the Broads Plan.

## Operational model

The Authority consists of three Directorates; Finance and Support Services, Operations and Strategic Services. The total number of staff employed by the Authority gives a head count of 156 or 137.8 Full Time Equivalents (FTE) as at 31 March 2025. This is split 25 (21.4 FTE) Finance and Support Services, 75 (69.5 FTE) Operations, 56 (46.9 FTE) Strategic Services. Due to the seasonal nature of the Authority's activities the levels of staff vary throughout the year and the year-end position may vary depending on when Easter falls.

The Finance and Support Services Directorate consists of; the Governance Team who service the Authority's various committees; Asset Management, IT, Collection of Tolls, Finance and Insurance team.

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

The Strategic Services Directorate consists of; Planning - responsible for all planning applications, enforcement and the Local Plan within the Authority's executive area; Communications - responsible for all publications, events and visitor services; HR - supporting all of the Authority's employees; Volunteer Services which support volunteering opportunities across all areas of the Authority; and other strategic priorities; the management of the Nature for Climate Peatland Grant Scheme which aims to create solutions towards peatland restoration, and Farming in Protected Landscapes (FiPL) which supports farmers and land managers in the Broads.

The Authority receives income from planning fees, contributions from landowners and the Rural Payments Agency towards fen management, Visitor Centres and Yacht Station sales and external funding such as the Grant from the Nature for Climate Peatland Scheme and Defra support for FiPL.

## Risks

Uncertainty exists about future years' settlements and their duration. Cuts to the National Park Revenue Grant in years 2010/11 to 2015/16 has meant the Authority has already restructured to make savings. For the 2025/26 both sides of the budget will have a deficit which will be balanced through the use of reserves. The further reduction of National Park revenue grant in 2025/26 has created additional pressures on future years budgets whilst the outcome of the Comprehensive Spending Review is determined for funding 2026/27 to 2028/29. Whilst the receipt of National Park capital funding is welcomed this is only a one year settlement that requires expenditure to be complete by 31 March 2026. There

continues to be uncertainty around the impact of inflation, wage increases and rising fuel costs. The Landscape Review recommended that “Central Government funding should continue and be both extended and secured across a five-year period.” This would greatly assist the Authority in its financial planning.

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

### [Corporate Risk Register](#)

#### **Review of Corporate Risk Register**

The Authority reviewed the risk register and updated it during 2024/25. The risk register is split between the Corporate Risk Register, focusing on risks that are strategic, and Directorates’ risk registers, focusing on operational day to day risk. The Corporate Risk Register is reviewed at every Risk, Audit and Governance Committee meeting with the option for significant risks being reported to the Broads Authority.

#### **Opportunities**

The UK’s 15 National Parks work at a national level with a range of commercial, sustainability and philanthropic partners via National Parks Partnerships and our charitable entity the UK National Parks Foundation. National Parks host over 100 million visits every year and have almost 1m social media followers.

The UK National Parks also continue to investigate efficiencies through joint procurement and services and to create resilience amongst the Parks. 2023/24 saw the UK National Parks Communication Team previously hosted by the Broads Authority transfer to Peak District National Park Authority. This service is jointly funded by 15 UK National Parks and seeks to promote a shared sense of identity.

The Authority has already been successful in gaining external funding from; the NHLF for Water, Mills and Marshes, Nature for Climate Peatland Scheme, Active Travel England, Access for All, LAPSIP, LAPWDP, Generation Green 2, BMW and Electrifying the Broads.

The Authority attended the Norfolk Show in June 2024, hosting the Broads village and promoting the National Park and partner organisations. It was a popular destination with twenty stands and was visited by up to 90,000 visitors, including hundreds of school children. The Authority is planning to return to the Show in June 2025.

2025/26 will see the Authority benefit from £1,385m additional grant funding from DEFRA. This capital funding will need to be spent in 2025/26. The Authority plans to use the funding to support our annual capital programme. DEFRA has also confirmed that FiPL will be extended to March 2027.

## Strategy and resource allocation

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

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

On 20 November 2007, the Authority took out a £290,000 loan from the Public Works Loan Board (PWLB). The repayment period of the loan is 20 years at a fixed interest rate of 4.82%, repayable by equal instalments of principal. The Public Works Loan Board has advised that the fair value of the debt as at 31 March 2025 is £36,738.

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

During 2020/21, the Authority took out a further loan from the PWLB for £105,000. The purpose of the loan was to fund the purchase of a new JCB excavator. These types of purchases have typically been financed by finance leases in the past, but the fixed rate of interest at 2% made the loan the cheapest option. The loan is to be repaid over five years, repayable by annuity. The PWLB has advised that the fair value of the debt as 31 March 2025 is £21,857.

## Performance

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

### General (National Park) Income and Expenditure

In 2024/25 the Authority received National Park Grant of £3,914k from Defra (£3,564k in 2023/24). This included one-off additional revenue and capital funding from DEFRA of £250k each. 2023/24 included the deferred capital grant of £150k for the purchase of Hulver Ground. In addition to this, the income received from external grant support, sales, fees, charges and interest totalled £1,876k (£1,464k in 2023/24). Total income for 2024/25 was £5,790k (£5,028k in 2023/24).

The Authority set a budget for 2024/25 with a forecast surplus of £15k (£38k surplus for 2023/24). The Authority monitors its budget throughout the year against a forecast outturn which is updated monthly. The final forecast outturn for the year 2024/25 indicated an anticipated surplus of £163k. The actual outturn saw a surplus of £318k (a favourable variance of £155k). The Authority has a policy for carrying forward requests in respect of underspends. These were considered and approved by the Authority on 9 May 2025 for £13k (£nil from 2023/24 added to the 2024/25 budget) and added to the 2025/26 budget.

#### Navigation Income and Expenditure

Income from tolls was £4,314k (£4,098k in 2023/24), other income received for the year from external grant support, yacht stations charges, sales of tide tables, works licences and other miscellaneous services was £293k, (£300k in 2023/24) and interest was £153k (£146k in 2023/24). Total income for 2024/25 was £4,760k (£4,544k in 2023/24).

The Authority set a budget with a forecast surplus of £87k for 2024/25 (deficit of £56k for 2023/24). This deficit was to be balanced using reserves. The Authority monitors its budget throughout the year against a forecast outturn which is updated monthly. The final forecast outturn for 2024/25, which took account of approved budget changes, indicated an anticipated surplus of £167k. The actual outturn saw a surplus of £267k (a favourable variance of £100k). The Authority has a policy for carrying forward requests in respect of underspends. These were considered and approved by the Authority on 9 May 2025 for £1k (£27k from 2023/24 added to the 2024/25) and added to the 2025/26 budget.

The Statement of Accounts consolidates these results and the combined figures are found in the Comprehensive Income and Expenditure Statement (CIES) and the Expenditure Funding Analysis (EFA). The CIES can be found on page 16 and the EFA on page 15.

#### Outlook

2025/26 continues with the delivery of the Nature for Climate Peatland Scheme restoration and the extension of the project funded from the Paludiculture Exploration Fund. In addition, a one-year project will be delivered with funding from the Water Restoration Fund, until March 2026. Collaborative work is also under way for an ambitious bid to the NHLF. Although the projects are claimed in arrears the impact on the Authority's cash flows is minimal. The budget for Navigation is projecting a deficit of £132k in 2025/26 (after considering carry forward requests) which will be funded from reserves. This provides a forecast of the Navigation reserve at 9.9% of net expenditure at the end of the year. For General (National Park) funding there is a projected surplus of £56k in 2025/26 (after considering carry forward requests) which will be funded from reserves. This provides a forecast of the National Park reserve at 21.7% of net expenditure.

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

There are a significant number of variables – and some unknown quantities, such as future inflation, cost of utilities and salary increases – which could impact on these figures. The Financial Strategy will therefore be reviewed and updated by the Authority, having regard to

any changes in circumstances and the annual outturn figures, at its meeting in February 2026. The annual toll increase for 2025/26 was set at 5.9% for all vessels. When setting the future strategy, the Authority will continue to consult with the Navigation Committee before the Broads Authority makes a decision. 2025/26 continues to focus on the development of partnership work. The scheme administered by the Broads Authority continues to support farmers and land managers in carrying out projects that support the natural environment, mitigate the impacts of climate change, provide public access opportunities or support nature-friendly, sustainable farm businesses (Farming in Protected Landscapes). Climate change remains a threat to the Broads. Broadland Futures Initiative, in collaboration with the Environment Agency, will continue the strategy development for future flood risk management and engagement work with stakeholders.

### Changes to the 2024/25 Accounts

The introduction of IFRS16 (Right of Use Assets) has had an impact on the Authority's long-term liabilities due to leases that were previously classified as operational are now included within the balance sheet to recognise rental payments due in future years and the balances outstanding. These leases were previously regarded as operating leases under old reporting standards. In addition, peppercorn leases not previously recognised have been included and has resulted in a donated asset in 2024/25. As a result, assets within Property, Plant and Equipment have also increased. See accounting policy xiv and note 30 for further details.

### The accounting statements

The Broads Authority's accounts for the year 2024/25 are set out on pages 12 to 85. They consist of:

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

#### **Statement of Corporate Governance**

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

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

**Movement in Reserves Statement** – This statement shows the movement in the year on the different reserves held by the Authority, analysed into 'usable' reserves and 'other' reserves. The 'surplus / deficit on the provision of services' line shows the true economic

cost of providing the Authority's services, more details of which are shown in the Comprehensive Income & Expenditure Statement. The 'net increase / decrease before transfers to earmarked reserves' line shows the statutory General Fund balance before any discretionary transfers to or from earmarked reserves undertaken by the Authority.

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

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

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

The information included in these accounts incorporates spending relating to the Broads Navigation. The Navigation income and expenditure is separately accounted for in the records to ensure the proper control of income from toll payers and to ensure it is spent primarily to benefit the users of the navigation. Navigation income and expenditure is shown in full at note 36 on page 84.

# Statement of Responsibilities for the Statement of Accounts

## The Authority's Responsibilities

The Authority is required to:

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

## The Director of Finance's Responsibilities

The Director of Finance is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2024/25 (the Code).

In preparing this Statement of Accounts, the Director of Finance has:

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

The Director of Finance has also:

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

## Director of Finance's Certificate

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Broads Authority at 31 March 2025 and its income and expenditure for the year ended 31 March 2025.

Emma Krelle (Director of Finance)

## Certificate of Committee Resolution

I confirm that these accounts were given delegated approval by the Broads Authority at its meeting held \_\_\_\_\_.

Signed on behalf of The Broads Authority:

(Chair of meeting approving the accounts)

Date

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

## Expenditure and Funding Analysis

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

2023/24 Net expenditure chargeable to the General and navigation fund balances £000	2023/24 adjustments between the funding and accounting basis £000	2023/24 Net expenditure in the comprehensive income and expenditure statement £000	Function	2024/25 Net expenditure chargeable to the General and navigation fund balances £000	2024/25 adjustments between the funding and accounting basis £000	2024/25 Net expenditure in the comprehensive income and expenditure statement £000
1,492	(11)	1,481	Operations	1,469	36	1,505
1,340	31	1,371	Strategic Services	1,104	18	1,122
914	(83)	833	Finance & Support Services (previously known as Chief Executive)	986	(180)	806
4	0	4	Corporate Amounts	4	0	4
256	(301)	(45)	Broads Navigation Account	185	(120)	65
<b>4,006</b>	<b>(364)</b>	<b>3,642</b>	<b>Net cost of services (subtotal)</b>	<b>3,748</b>	<b>(246)</b>	<b>3,502</b>
(3,758)	(119)	(3,877)	Other income and expenditure	(4,311)	9	(4,302)
<b>248</b>	<b>(483)</b>	<b>(235)</b>	<b>(Surplus) or Deficit</b>	<b>(563)</b>	<b>(237)</b>	<b>(800)</b>
<b>(1,145)</b>			Opening general and navigation fund balance	<b>(1,308)</b>		
<b>248</b>			Less/plus surplus or (deficit) on general and navigation balance in year	<b>(563)</b>		
<b>(411)</b>			Transfer (to)/from earmarked reserves and Capital Grant Unapplied	<b>75</b>		
<b>(1,308)</b>			<b>Closing general and navigation fund balance at 31 March</b>	<b>(1,796)</b>		

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

## Comprehensive Income and Expenditure statement

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

2023/24 Gross expenditure £000	2023/24 Income £000	2023/24 Net expenditure/ (income) £000	Description	Note	2024/25 Gross expenditure £000	2024/25 Income £000	2024/25 Net expenditure/ (income) £000
1,792	(311)	1,481	Operations		1,921	(416)	1,505
2,340	(969)	1,371	Strategic Services		2,394	(1,272)	1,122
863	(32)	831	Finance & Support Services		828	(22)	806
4	0	4	Corporate Items		4	0	4
4,340	(4,385)	(45)	Broads Navigation Account	36	4,640	(4,575)	65
<b>9,339</b>	<b>(5,697)</b>	<b>3,642</b>	<b>Cost of services (subtotal)</b>		<b>9,787</b>	<b>(6,285)</b>	<b>3,502</b>
		(12)	(Gains)/Losses on the disposal of non-current assets				(13)
		(367)	Financing and investment income and expenditure	11			(229)
		(3,498)	Taxation and non-specific grant income and expenditure	12			(4,060)
		<b>(235)</b>	<b>(Surplus) or deficit on provision of services (subtotal)</b>				<b>(800)</b>
		(422)	(Surplus) or deficit on revaluation of fixed assets				(233)
		2,815	Actuarial (gains)/losses on pension assets/liabilities				9
		2,393	Other comprehensive income and expenditure (subtotal)				(224)
		<b>2,158</b>	<b>Total comprehensive income and expenditure</b>				<b>(1,024)</b>

## Movement in reserves statement

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

2023/24	General fund and navigation fund balance £000	Capital receipts reserve £000	Capital Grants Unapplied £000	Earmarked reserves £000	Total useable reserves £000	Unusable reserves £000	Total Authority reserves £000
Balance at 31 March 2023 (A)	1,145	422	150	3,763	5,480	7,843	13,323
Total comprehensive income and expenditure	235	0	0	0	235	0	235
Other Comprehensive income and expenditure	0	0	0	0	0	(2,394)	(2,394)
Adjustments between accounting basis and funding basis under regulations (Note 9)	(332)	0	(150)	0	(482)	482	0
Transfers to or from Earmarked reserves (Note 10)	261	0	0	(261)	0	0	0
Increase or (decrease in 2023/24 (B) (subtotal)	164	0	(150)	(261)	(247)	(1,912)	(2,159)
<b>Balance at 31 March 2024 (=A+B)</b>	<b>1,309</b>	<b>422</b>	<b>0</b>	<b>3,502</b>	<b>5,233</b>	<b>5,931</b>	<b>11,164</b>

<b>2024/25</b>	<b>General fund and navigation fund balance £000</b>	<b>Capital receipts reserve £000</b>	<b>Earmarked reserves £000</b>	<b>Total useable reserves £000</b>	<b>Unusable reserves £000</b>	<b>Total Authority reserves £000</b>
Balance at 31 March 2024 (A)	1,309	422	3,502	5,233	5,931	11,164
Total comprehensive income and expenditure	800	0	0	800	0	800
Other Comprehensive income and expenditure	0	0	0	0	225	225
Adjustments between accounting basis and funding basis under regulations (Note 9)	(259)	21	0	(238)	238	0
Transfers to or from Earmarked reserves (Note 10)	(54)	0	54	0	0	0
Increase or (decrease in 2024/25 (B) (subtotal))	487	21	54	562	463	1,025
<b>Balance at 31 March 2025 (=A+B)</b>	<b>1,796</b>	<b>443</b>	<b>3,556</b>	<b>5,795</b>	<b>6,394</b>	<b>12,189</b>

## Balance sheet

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

As at 31 March 24 £000	Category	Note	As at 31 March 25 £000
6,303	Property, plant & equipment	13	7,313
0	Intangible assets		29
<b>6,303</b>	<b>Long term assets (subtotal)</b>		<b>7,342</b>
5,067	Short term investments		6,102
209	Inventories	14	164
710	Short term debtors	15	606
1,454	Cash and cash equivalents	16	1,624
<b>7,440</b>	<b>Current assets (subtotal)</b>		<b>8,496</b>
(36)	Short term borrowing		(36)
0	Lease liability	30	(60)
(2,073)	Short term creditors	17	(2,447)
(94)	Provisions	18	(103)
(69)	Grant receipts in advance	27	(195)
<b>(2,272)</b>	<b>Current liabilities (subtotal)</b>		<b>(2,841)</b>
(58)	Long term borrowing		(22)
(249)	Other long-term liabilities	30, 32	(786)
<b>(307)</b>	<b>Long term liabilities (subtotal)</b>		<b>(808)</b>
<b>11,164</b>	<b>Net assets (liabilities)</b>		<b>12,189</b>
-	<b>Useable reserves</b>	-	
779	General account fund balance		1,169
530	Navigation account fund balance		627
422	Capital receipts reserve		443
0	Capital Grants Unapplied Account		0
3,502	Earmarked reserves	10	3,556
-	<b>Unusable reserves</b>	20	
2,698	Revaluation reserve		2,707
3,513	Capital adjustment account		3,947
(216)	Pension reserve		(196)
(64)	Accumulated absence reserve		(64)
<b>11,164</b>	<b>Total reserves</b>		<b>12,189</b>

I certify that the Statement of Accounts gives a true and fair view of the financial position of the Authority at 31 March 2025 and its income and expenditure for the year 31 March 2025.

Emma Krelle (Director of Finance)

## Cash Flow statement

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

<b>2023/24 £000</b>	<b>Revenue activities</b>	<b>Note</b>	<b>2024/25 £000</b>
235	Net surplus or (deficit) on the provision of services		800
1,116	Adjustments to net surplus or deficit on the provision of services for non-cash movements		871
7,982	Adjust for items in the net surplus or deficit on the provision of services that are investing and financing activities		5,206
9,333	Net cash flows from operating activities (subtotal)	21	6,877
(8,545)	Investing activities	22	(6,627)
(36)	Financing activities	23	(80)
752	Net increase or (decrease) in cash and cash equivalents (subtotal)		170
702	Cash and cash equivalents at the beginning of the reporting period		1,454
<b>1,454</b>	<b>Cash and cash equivalents at the end of the reporting period</b>	16	<b>1,624</b>

# Notes to the Statement of Accounts

## 1. Accounting policies

### i. General principles

The Statement of Accounts summarises the Authority's transactions for the 2024/25 financial year and its position at the year end of 31 March 2025. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015, which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2024/25 and the Service Reporting Code of Practice 2024/25, supported by International Financial Reporting Standards (IFRS). The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

### ii. Accruals of Income and Expenditure

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

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

### iii. Cash and cash equivalents

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

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

**iv. Exceptional items**

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

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

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

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

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

**vi. Charges to revenue for non-current assets**

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

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

**vii. Employee Benefits**

**Benefits payable during employment**

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

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

### **Termination benefits**

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

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

### **Post-employment benefits**

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

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

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

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

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

## **ix. Fair value measurement**

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

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

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

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

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

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

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

## **x. Financial instruments**

### **Financial liabilities**

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

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

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

### **Financial assets**

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

There are three main classes of financial assets measured at:

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

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

### **Financial assets measured at amortised cost**

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

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

### **Expected Credit Loss Model**

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

The Authority has not made any material loans.

#### **xi. Foreign currency translation**

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

#### **xii. Government Grants and Contributions**

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

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

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

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

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

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

#### **xiii. Inventories**

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

#### **xiv. Leases**

### The Authority as lessee

At inception of an arrangement, the Authority determines whether such an arrangement is or contains a lease. A specific asset is the subject of a lease if fulfilment of the arrangement is dependent on the use of that specified asset. An arrangement conveys the right to use the asset if the arrangement conveys to the Authority the right to control the use of the underlying asset. The Code expands the scope of IFRS 16 leases to include arrangements with nil consideration, peppercorn or nominal payments.

### Initial measurement

Leases are recognised as right-of-use assets with a corresponding liability at the date from which the leased asset is available for use (or the IFRS 16 transition date, if later). The lease liabilities arising from a lease are initially measured on a present value basis comprising the following lease payments:

- Fixed payments (including in-substance fixed payments) less any lease incentives receivable.
- Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date.
- Amounts expected to be payable by the Authority under residual value guarantees.
- The exercise price of a purchase option if the Authority is reasonably certain to exercise that option.
- Payments of penalties for terminating the lease, if the lease term reflects the Authority exercising that option.
- Lease payments to be made under certain extension options.

The lease payments are discounted using the Authority's incremental borrowing rate, being the rate, the Authority would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

For the current year, the Authority's incremental borrowing rate for each tenor consists of Public Works Loan Board (PWL) as this is the source of borrowing previously used.

Lease payments are allocated between the repayment of principal and a finance cost. The finance cost is charged to the Comprehensive Income and Expenditure Statement over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The right-of-use assets are measured at cost comprising the following:

- The amount of initial measurement of lease liability.
- Any lease payments made at or before the commencement date, less any lease incentives received.

- Any initial direct costs.
- Restoration costs.

The right-of-use assets are generally depreciated on a straight-line basis over the shorter of the asset's useful life and the lease term. If it is reasonably certain that the Authority will exercise a purchase option, then the right-of-use asset is depreciated over the underlying asset's useful life. Depreciation and impairments on non-current assets is accounted for under separate arrangements for capital financing. Amounts are therefore adjusted via the capital adjustment account from the General and Navigation Fund balance in the Movement in Reserves Statement.

Payments associated with short-term leases and with low-value assets are recognised on a straight-line basis as an expense in the Comprehensive Income and Expenditure Statement. Short-term leases are leases with a lease term of 12 months or less. Low-value assets are items under £5,000 and comprise of IT equipment, small items of office furniture and low value land.

#### Subsequent measurement

The right-of-use asset is subsequently measured using the fair value model. The authority considers the cost model to be a reasonable proxy except for:

- assets held under non-commercial leases.
- leases where rent reviews do not necessarily reflect market conditions.
- leases with terms of more than five years that do not have any provision for rent reviews.
- leases where rent reviews will be at periods of more than five years.

For these leases, the asset is carried at a revalued amount. In these financial statements, right-of-use assets held under index-linked leases have been adjusted for changes in the relevant index, while assets held under peppercorn or nil consideration leases have been valued using market prices or rentals for equivalent land and properties.

The right-of-use asset is depreciated straight-line over the shorter period of remaining lease term and useful life of the underlying asset as at the date of adoption.

The lease liability is subsequently measured at amortised cost, using the effective interest method. The liability is remeasured when:

- there is a change in future lease payments arising from a change in index or rate.
- there is a change in the Authority's estimate of the amount expected to be payable under a residual value guarantee.
- the authority changes its assessment of whether it will exercise a purchase, extension or termination option, or
- there is a revised in-substance fixed lease payment.

When such a remeasurement occurs, a corresponding adjustment is made to the carrying amount of the right-of-use asset, with any further adjustment required from remeasurement being recorded in the income statement.

#### Peppercorn leases

Leases with payments at peppercorn or nominal consideration that are provided at substantially below market terms, and leases for nil consideration, are accounted for as follows:

- Any portion of the lease that is payable is accounted for in the same way as other lease obligations under IFRS 16 Leases
- The difference between the present value of any future lease payments due and the fair value of the lease on initial recognition is recognised as a fair value right-of-use asset on the Balance Sheet, with a corresponding gain recognised in grant income within the surplus or deficit recognised on the provision of services

The Authority has a number of leases over land and property under which it pays £nil or peppercorn rents. It has undertaken an exercise to assess the fair value of the assets leased under these arrangements through use of its property consultant, and these have been recorded in the financial statements, in respect of these leases.

#### The Authority as lessor

##### Operating leases

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

#### **xv. Property, Plant and Equipment**

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

##### **Recognition**

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accrual's basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and

maintenance) is charged as an expense when it is incurred. A de minimis limit of £5,000 is used to recognise fixed assets.

### **Measurement**

Assets are initially measured at cost, comprising:

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

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

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

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

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

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

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

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

Assets included in the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

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

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

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

### **Impairment**

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

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

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

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

### **Depreciation**

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

Depreciation is calculated on the following bases:

- dwellings and other buildings – straight-line allocation between 5 and 50 years, as advised by a professional valuer;
- floating plant and vessels – straight-line allocation between 15 and 30 years, as advised by a suitably qualified officer;
- other plant, vehicles, furniture and equipment – straight-line allocation between 5 and 15 years, as advised by a suitably qualified officer; and

- infrastructure – straight-line allocation between 20 and 25 years, as advised by a suitably qualified officer.
- Listed buildings – depreciation period could to up to 100 years

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

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

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

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

#### **Disposals and non-current assets**

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

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

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

#### **xvi. Provisions, contingent liabilities and contingent assets**

##### **Provisions**

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits

or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Authority may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

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

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

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

#### **Contingent liabilities**

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

Contingent liabilities are not recognised in the Balance Sheet but are disclosed in a note (note 33) to the accounts.

#### **Contingent assets**

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

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

#### **xvii. Reserves**

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

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

#### **xviii. Operating segments**

In accordance with IFRS 8 and the Code, the Broads Authority keeps the general fund and navigation fund separately. Under the Code, the Authority has prepared a single income and expenditure account for 2023/24, however in note 36 to the accounts the navigation income and expenditure is shown.

#### **xix. Allocation of costs**

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

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

#### **xx. Revenue expenditure funded from capital under statute**

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

#### **xxi. VAT**

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

## **2. Accounting Standards that have been issued but have not yet been adopted**

The Code of Practice on Local Authority Accounting adopts the following amendments to International Accounting Standards and International Financial Reporting Standards, which will be required from 1 April 2025:

- IAS 16 and IAS 38 – amendment to the measurement of non-investment assets, particularly in relation to property, plant, and equipment.
- IFRS 17 – introduces a new accounting standard for insurance contracts.
- IAS 21 – amendment specifically focusing on the "Effects of Changes in Foreign Exchange Rates" (Lack of Exchangeability).

Changes to IFRS 17 and IAS 21 are not expected to have a material impact on the Authority's statements. The impact of changes to IAS 16 and IAS 38 will be assessed once the Code is issued and there is more details available.

### 3. Critical judgements in applying accounting policies

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

- Despite the one-year settlement from DEFRA for 2025/26 there remains a degree of uncertainty about the longer-term levels of funding for National Parks. However, the Authority has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Authority might be impaired as a result of a need to close facilities and reduce levels of service provision.
- The Authority is a member of Whitlingham Charitable Trust of which there are four members. The Authority can appoint up to four trustees and there shall be no more than nine in total. The Trust is limited by guarantee in which each member agrees to contribute £1 in the event of it being wound up. Whitlingham Charitable Trust was established to manage and maintain Whitlingham Country Park for public benefit. The Authority does not have a controlling influence, and it does not have any share equity, or any share in profits or losses. It is considered therefore that International Accounting Standard (IAS) 28 – Accounting for Investments in Associates - does not apply as the charity has no formal equity structure, and the Authority does not derive any financial benefit from the Trust.

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

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

Item	Uncertainties	Effect if actual results differ from assumptions
Property plant and equipment	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Authority will be able to sustain its current spending on repairs and maintenance, bringing into	If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets fall.  It is estimated that the annual depreciation charge would increase by £53,000 for every year that useful lives had to be reduced.

Item	Uncertainties	Effect if actual results differ from assumptions
	doubt the useful lives assigned to assets.	
Pensions liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Authority with expert advice about the assumptions to be applied.	The effects on the net pension's liability of changes in individual assumptions can be measured. For instance, a 0.1% decrease in the discount rate assumption would result in an increase in the pension liability of £521,000. Further details are set out in the sensitivity analysis in note 32.

## 5. Material items of income and expenditure

There are no material items of expense in relation to 2024/25 which are not disclosed elsewhere within the Statement of Accounts.

## 6. Events after the balance sheet date

The Statement of Accounts was authorised for issue by the Director of Finance on X November 2025. Events that occur after this date are not reflected in the financial statements or notes.

## 7. Note to the expenditure and funding analysis

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

2023/24 Adjustments for capital purposes (Note 1) £000	2023/24 Net change for the pension's adjustments (Note 2) £000	2023/24 Other differences (Note 3) £000	2023/24 Total adjustments £000	Description	2024/25 Adjustments for capital purposes (Note 1) £000	2024/25 Net change for the pension's adjustments (Note 2) £000	2024/25 Other differences (Note 3) £000	2024/25 Total adjustments £000
(19)	7	1	(11)	Operations	42	(6)	0	36
18	11	2	31	Strategic Services	26	(9)	1	18
(87)	3	1	(83)	Finance & Support Services	(177)	(3)	0	(180)
0	0	0	0	Corporate Items	0	0	0	0
(332)	24	7	(301)	Broads Navigation Account	(100)	(20)	0	(120)
(420)	45	11	(364)	Net Cost of Services (subtotal)	(209)	(38)	1	(246)
0	(119)	0	(119)	Other income and expenditure from the Expenditure and Funding analysis	0	9	0	9
<b>(420)</b>	<b>(74)</b>	<b>11</b>	<b>(483)</b>	Difference between General and Navigation Fund surplus or deficit and comprehensive Income and Expenditure Statement Surplus of Deficit on the Provision of Services	<b>(209)</b>	<b>(29)</b>	<b>1</b>	<b>(237)</b>

## Note

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

Income received on a segmental basis is analysed below:

<b>Service</b>	<b>2023/24 Income from services (£000)</b>	<b>2024/25 Income from services (£000)</b>
Operations	(311)	(416)
Strategic Services	(969)	(1,272)
Finance & Support Services	(32)	(22)
Corporate items	0	0
Specialist ringfenced account (navigation)	(4,386)	(4,575)
<b>Total income analysed on a segmental basis</b>	<b>(5,698)</b>	<b>(6,285)</b>

## 8a. Expenditure and income analysed by nature

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

<b>Expenditure</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>
Employee benefits expenses	5,771	5,895
Other services expenses	3,821	4,043
Depreciation, amortisation, impairment	186	379
Interest payments	45	69
Expenditure in relation to investment properties	0	0
Loss/(gain) on the disposal of assets	(12)	(12)
<b>Total expenditure</b>	<b>9,811</b>	<b>10,374</b>

<b>Income</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>
Fees, charges and other service income	(5,716)	(6,330)
Interest and investment income	(293)	(307)
Contributions from reserves	(539)	(477)
Government grants and contributions	(3,498)	(4,060)
Total income (subtotal)	(10,046)	(11,174)
<b>Surplus or deficit on the provision of services</b>	<b>(235)</b>	<b>(800)</b>

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

## 8b. Revenue from contracts with service recipients

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

<b>Contract Revenue</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>
Revenue from contracts with service recipients	213	174
<b>Total included in comprehensive income and expenditure</b>	<b>213</b>	<b>174</b>

Amounts included in the Balance Sheet for contracts with service recipients:

<b>Outstanding Revenue</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>
Receivables, which are included in debtors (Note 15)	42	50
<b>Total included in net assets</b>	<b>42</b>	<b>50</b>

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

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

2023/24 General fund and navigation fund £000	2023/24 Capital receipts reserve £000	2023/24 Capital Grants Unapplied Account £000	2023/24 Movement in unusable reserves £000	Adjustments	2024/25 General fund and navigation fund £000	2024/25 Capital receipts reserve £000	2024/25 Movement in unusable reserves £000
				<b>Adjustments primarily involving the Capital Adjustment Account:</b>			
				<b>Reversal of items debited or credited to the Comprehensive Expenditure and Income Statement:</b>			
0	0	0	0	Transfer of non-current asset sale proceeds from revenue to Capital Receipts Reserve	(21)	21	0
0	0	0	0	Right of use assets on transition	(146)	0	146
(84)	0	0	84	Donated Asset	0	0	0
331	0	0	(331)	Charges for depreciation and impairment of non-current assets	375	0	(375)
(145)	0	0	145	Revaluation losses on property, plant and equipment	4	0	(4)
0	0	0	0	Amortisation of intangible assets	0	0	0
5	0	0	(5)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	30	0	(30)
				<b>Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:</b>			
(35)	0	0	35	Statutory provision for the financing of capital investment	(81)	0	81
(492)	0	0	492	Capital expenditure charged against the General Fund	(392)	0	392
				<b>Adjustments involving the Capital Resources:</b>			
150	0	(150)	0	Application of Capital Grant to finance Capital Expenditure	0	0	0
0	0	0	0	Transfer of Capital Grants and contributions to Capital Unapplied Grant	0	0	0
				<b>Adjustments involving the Pensions Reserve:</b>			
859	0	0	(859)	Reversal of items relating to post-employment benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement (see note 32)	903	0	(903)
(932)	0	0	932	Employer's pension contributions and direct payments to pensioners payable in the year	(931)	0	931
				<b>Adjustments involving the accumulated Absences Account:</b>			
11	0	0	(11)	Adjustments in relation to short-term compensated absences	0	0	0
<b>(332)</b>	<b>0</b>	<b>(150)</b>	<b>482</b>	<b>Total adjustments</b>	<b>(259)</b>	<b>21</b>	<b>238</b>

## 10. Transfers to/from earmarked reserves

This note presents details of the amounts set aside in earmarked reserves to provide financing for future expenditure and the amounts posted back from earmarked reserves to meet expenditure in 2024/25. A description of each of the earmarked reserves follows in the table below.

Reserve Name	Balance at 31 March 2023 £000	Transfers in 2023/24 £000	Transfers out 2023/24 £000	Balance at 31 March 2024 £000	Transfers in 2024/25 £000	Transfers out 2024/25 £000	Balance at 31 March 2025 £000
Property	(932)	(207)	0	(1,139)	(63)	359	(843)
Plant, vessels and equipment	(636)	(282)	278	(640)	(260)	117	(783)
Premises	(376)	(108)	53	(431)	(27)	16	(442)
Planning delivery grant	(261)	(16)	0	(277)	(270)	42	(505)
Upper Thurne Enhancement Scheme	(214)	(36)	0	(250)	(39)	6	(283)
Heritage Lottery Fund	(171)	(184)	342	(13)	(150)	163	0
Catchment Partnership	(85)	(43)	58	(70)	(60)	54	(76)
CANAPE	(463)	(26)	489	0	0	0	0
Computer Software	(153)	(30)	0	(183)	(9)	34	(158)
UK National Park Communications	(5)	(34)	35	(4)	0	1	(3)
Match Funding	(17)	0	(17)	0	0	0	0
Medium Term Financial Planning	(450)	(148)	103	(495)	(279)	311	(463)
<b>Total</b>	<b>(3,763)</b>	<b>(1,114)</b>	<b>1,341</b>	<b>(3,502)</b>	<b>(1,157)</b>	<b>1,103</b>	<b>(3,556)</b>

Included in the closing balance of £3,556k, £1,341k relates to Navigation funded reserves.

Earmarked reserves

**Property**

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

**Plant, Vessels and Equipment**

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

**Premises**

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

**Planning Delivery Grant**

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

**Upper Thurne Enhancement Scheme**

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

**Heritage Lottery Fund**

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

**Catchment Partnership**

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

**CANAPE**

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

**Computer Software**

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

**UK National Parks Communications**

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

**Match Funding**

A reserve account set up for European grant funded project EXPERIENCE.

**Medium-term Financial Planning**

A reserve account set up for the supplementary National Park Grant to fund medium-term plans for the Authority.

## 11. Financing and investment income and expenditure

2023/24 £000	Expenditure and income detail	2024/25 £000
45	Interest payable and similar charges	69
(119)	Net interest on the net defined benefit liability (asset)	9
(293)	Interest receivable and similar income	(307)
<b>(367)</b>	<b>Total</b>	<b>(229)</b>

## 12. Taxation and non-specific Grant income

2023/24 £000	Income detail	2024/25 £000
	<b>Credited to Taxation and non-specific Grant income</b>	
3,414	DEFRA National Park Grant	3,414
0	DEFRA Biodiversity Capital Grant	250
0	DEFRA Biodiversity Net Gain funding	250
84	Donated Asset* (Mutford Lock/Peppercorn Leases)	146
<b>3,498</b>	<b>Total</b>	<b>4,060</b>

\* Mutford Lock – Prior Year/Peppercorn Leases – Current Year

### 13. Property, plant and equipment

#### Movements on balances 2023/24

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
At 1 April 2023	3,379	3,433	315	323	92	7,542
Additions	153	318	0	0	21	492
Donated Assets	84	0	0	0	0	84
Revaluation increases/(decreased) recognised in the Revaluation reserve	670	0	0	0	0	670
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(145)	0	0	0	0	(145)
Derecognition-disposals	0	(105)	0	0	0	(105)
Re-classification	0	92	0	0	(92)	0
<b>At 31 March 2024</b>	<b>4,141</b>	<b>3,738</b>	<b>315</b>	<b>323</b>	<b>21</b>	<b>8,538</b>

<b>Accumulated depreciation and impairment</b>	<b>Land and Buildings £000</b>	<b>Vehicles Plant, Furniture &amp; Equipment £000</b>	<b>Infrastructure Assets £000</b>	<b>Community Assets £000</b>	<b>Assets Under Construction £000</b>	<b>Total Property, Plant and Equipment £000</b>
At 1 April 2023	83	1,661	301	0	0	2,045
Depreciation charge	32	296	3	0	0	331
Derecognition – disposals	0	(99)	0	0	0	(99)
Depreciation written out to the Revaluation Reserve	(42)	0	0	0	0	(42)
<b>At 31 March 2024</b>	<b>73</b>	<b>1,858</b>	<b>304</b>	<b>0</b>	<b>0</b>	<b>2,235</b>

<b>Net Book Value</b>	<b>Land and Buildings £000</b>	<b>Vehicles, Plant, Furniture &amp; Equipment £000</b>	<b>Infrastructure Assets £000</b>	<b>Community Assets £000</b>	<b>Assets Under Construction £000</b>	<b>Total Property, Plant and Equipment</b>
<b>At 31 March 2024</b>	<b>4,068</b>	<b>1,880</b>	<b>11</b>	<b>323</b>	<b>21</b>	<b>6,303</b>
At 31 March 2023	3,296	1,772	14	323	92	5,497

Movements on balances 2024/25

Cost or valuation	Land and buildings £000	Vehicles, plant, furniture & equipment £000	Infrastructure assets £000	Community assets £000	Assets under construction £000	Total property, plant and equipment £000
At 1 April 2024	4,141	3,738	315	323	21	8,538
Right of use assets on transition (peppercorn leases)	360	5	0	0	0	365
Additions	456	363	0	0	3	822
Donated Assets	0	0	0	0	0	0
Revaluation increases/(decreased) recognised in the Revaluation reserve	201	0	0	0	0	201
Revaluation increases/(decreases) recognised in the Surplus/Deficit on the Provision of Services	(21)	0	0	0	0	(21)
Derecognition-disposals	0	(98)				(98)
Reclassification	0	3	15	0	(18)	0
<b>At 31 March 2025</b>	<b>5,137</b>	<b>4,011</b>	<b>330</b>	<b>323</b>	<b>6</b>	<b>9,807</b>

<b>Accumulated depreciation and impairment</b>	<b>Land and Buildings £000</b>	<b>Vehicles Plant, Furniture &amp; Equipment £000</b>	<b>Infrastructure Assets £000</b>	<b>Community Assets £000</b>	<b>Assets Under Construction £000</b>	<b>Total Property, Plant and Equipment £000</b>
At 1 April 2024	73	1,859	304	0	0	2,236
Depreciation charge	92	281	1	0	0	374
Derecognition – disposals	0	(66)	0	0	0	(66)
Revaluations - Revaluation Reserve	(33)	0	0	0	0	(33)
Revaluations - Surplus / Deficit on Provision of Services	(17)	0	0	0	0	(17)
<b>At 31 March 2025</b>	<b>115</b>	<b>2,074</b>	<b>305</b>	<b>0</b>	<b>0</b>	<b>2,494</b>

<b>Net Book Value</b>	<b>Land and Buildings £000</b>	<b>Vehicles, Plant, Furniture &amp; Equipment £000</b>	<b>Infrastructure Assets £000</b>	<b>Community Assets £000</b>	<b>Assets Under Construction £000</b>	<b>Total Property, Plant and Equipment</b>
<b>At 31 March 2025</b>	<b>5,022</b>	<b>1,937</b>	<b>25</b>	<b>323</b>	<b>6</b>	<b>7,313</b>
At 31 March 2024	4,068	1,880	11	323	21	6,303

Under land is Womack Dyke which has been valued at £5,750, however the Authority's ownership cannot be established at this point in time. Its inclusion above is not considered material.

From 1 April 2024 Right of use assets are now included within the balance sheet under Property, Plant and Equipment, this is offset by the corresponding lease liability within current liabilities. See note 30 for further details.

## Depreciation

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

Category of Asset	Depreciation method	Depreciation period
Operational Land and Buildings	Straight line. (The split between land and buildings is determined by the Authority's property consultant)	Between 5 to 100 years as per professional advice
Community Land	Not depreciated	Not depreciated
Infrastructure Asset	Straight line	Between 20 to 25 years
Maintenance Craft and Floating plant	Straight line	Between 15 to 30 Years
Other Plant and Equipment	Straight line	Between 5 and 15 years
Computer and Office Equipment	Straight line	5 years

## Capital Commitments

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

## Impairments

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

## Revaluations

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

Significant assumptions applied in estimating the current values are:

- Property, Plant and Equipment of a specialised nature were valued on the basis of what it would cost to reinstate the service, suitably adjusted to reflect for age, wear and tear and obsolescence of the existing asset.
- Infrastructure Assets and Community Assets have been valued at historic cost rather than fair value.

- Property leases have been split between finance and operating leases and valued accordingly depending upon whether the Authority is lessor or lessee.

<b>Financial Year</b>	<b>Land and buildings £000</b>	<b>Vehicles, plant, furniture &amp; equipment £000</b>	<b>Infrastructure assets £000</b>	<b>Community assets £000</b>	<b>Assets under construction £000</b>	<b>Total £000</b>
Carried at historical cost	0	1,933	25	323	6	2,287
Valued at current value as at 31 March 2025	1,282	4	0	0	0	1,286
31 March 2024	1,583	0	0	0	0	1,583
31 March 2023	1,612	0	0	0	0	1,612
31 March 2022	304	0	0	0	0	304
31 March 2021	241	0	0	0	0	241
<b>Total cost or valuation</b>	<b>5,022</b>	<b>1,937</b>	<b>25</b>	<b>323</b>	<b>6</b>	<b>7,313</b>

## 14. Inventories

Description	Consumable stores 2023/24 £000	Consumable stores 2024/25 £000	Maintenance materials 2023/24 £000	Maintenance materials 2024/25 £000	Total 2023/24 £000	Total 2024/25 £000
Balance outstanding at start of year	38	33	103	176	141	209
Purchases	26	31	252	188	278	219
Recognised as an expense in year	(31)	(30)	(179)	(234)	(210)	(264)
Written off balances	0	0	0	0	0	0
<b>Balances outstanding at year end</b>	<b>33</b>	<b>34</b>	<b>176</b>	<b>130</b>	<b>209</b>	<b>164</b>

## 15. Debtors

31 March 2024 £000	Debtor types	31 March 2025 £000
123	Trade receivables	50
480	Prepayments and accrued income	329
107	Other receivable amounts	227
<b>710</b>	<b>Total</b>	<b>606</b>

## 16. Cash and cash equivalents

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

31 March 2024 £000	Cash and cash equivalent types	31 March 2025 £000
2	Cash held by the Broads Authority	2
1,452	Bank current accounts	1,622
<b>1,454</b>	<b>Total cash and cash equivalents</b>	<b>1,624</b>

## 17.Creditors

<b>31 March 2024 £000</b>	<b>Creditor types</b>	<b>31 March 2025 £000</b>
383	Trade payables	644
1,521	Accruals and income in advance	1,621
169	Other payable amounts	182
<b>2,073</b>	<b>Total</b>	<b>2,447</b>

## 18.Provisions

2023/24 Accumulated absences provision £000	2023/24 Audit Fees provision £000	2023/24 Biodiversity Net Gain Provision £000	2023/24 Total £000	Description	2024/25 Accumulated absences provision £000	2024/25 Biodiversity Net Gain Provision £000	2024/25 Bad Debt Provision £000	2024/25 Total £000
53	20	26	99	Balance at 1 April	64	30	0	94
64	0	11	75	Additional provisions made in year	64	16	4	84
(53)	(20)	(7)	(80)	Settlements or cancellation of provision made at end of proceeding year	(64)	(11)	0	(75)
<b>64</b>	<b>0</b>	<b>30</b>	<b>94</b>	<b>Balance at 31 March</b>	<b>64</b>	<b>35</b>	<b>4</b>	<b>103</b>

The Biodiversity Net Gain provision relates to funding confirmation received from DEFRA in March 2023. This funding will be used to fund Biodiversity projects in 2025/26.

Biodiversity Net Gain (BNG) is a new legal requirement affecting most types of planning applications in England.

The intention of the new legislation is to ensure the biodiversity value of development sites is measurably improved as a result of development. To achieve this, the law requires most planning applications to demonstrate a minimum 10% gain for biodiversity.

This new legal requirement was introduced for major sites on the 12th of February 2024. Small sites were given an exemption until the 2nd of April 2024. Since this date, the requirement has applied to small sites as well as major.

For more information on the Accumulated Absence Account, see note 20.

## 19. Usable reserves

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

## 20. Unusable reserves

31 March 2024 £000	Description	31 March 2025 £000
2,698	Revaluation reserve	2,707
3,513	Capital Adjustment Account	3,947
(216)	Pensions Reserve	(196)
(64)	Accumulated Absences Account	(64)
<b>5,931</b>	<b>Total unusable reserves</b>	<b>6,394</b>

### Revaluation reserve

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

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

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

2023/24 £000	Description	2024/25 £000
2,340	Balance at 1 April	2,698
619	Upward revaluation of assets	232
(198)	Downward revaluation of assets	0
421	Surplus or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on Provision of Services (subtotal)	233
(63)	Difference between current value depreciation and historical cost depreciation	(223)
(63)	Amount written off to the Capital Adjustment Account (subtotal)	(223)
<b>2,698</b>	<b>Balance at 31 March</b>	<b>2,707</b>

### Capital Adjustment Account

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

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

2023/24 £000	Description	2024/25 £000
3,030	Balance at 1 April	3,513
0	Right of use assets on transition	146
0	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement: Transfer of non-current asset sale proceeds from revenue to Capital Receipts Reserve	0
(331)	Charges for depreciation and impairment of non-current assets	(375)
145	Revaluation losses on property plant & equipment	(4)
84	Movement in the Donated Assets	0
0	Amount on Excavator w/off on disposal or sale as part of the gain/loss on disposal to CIES	
0	Amortisation of intangible assets	0
(5)	Amounts of non-current assets written off on disposal or sale as part of the gain/loss in disposal to the comprehensive income and expenditure statement	(31)
63	Adjusting amounts written out of the revaluation reserve	223
(44)	Net written out amount of the cost of non-current assets consumed in the year (subtotal)	(41)

<b>2023/24 £000</b>	<b>Description</b>	<b>2024/25 £000</b>
0	Capital grants and contributions credited to CIES applied for capital financing	0
150	Application of grants to capital financing from Capital Grants Unapplied Account	0
(150)	Transfer of capital grants and contributions to Capital Grants Unapplied	0
35	Capital financing applied in the year: Statutory provision for the financing of capital investment charges against the general fund removal of finance lease liability for assets returned in year	81
492	Capital expenditure charges against the General Fund	394
<b>3,513</b>	<b>Balance at 31 March</b>	<b>3,947</b>

#### Pensions Reserve

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

<b>2023/24 £000</b>	<b>Description</b>	<b>2024/25 £000</b>
2,525	Balance at 1 April	(216)
(2,814)	Remeasurements of the net defined benefit liability/(asset)	(9)
(859)	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(903)
932	Employer's pension contributions and direct payments to pensioners payable in the year	932

2023/24 £000	Description	2024/25 £000
(216)	Balance at 31 March	(196)

#### Accumulated Absences Account

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

2023/24 £000	Description	2024/25 £000
(52)	Balance at 1 April	(64)
0	Settlement or cancellation of accrual made at the end of the preceding year	0
(64)	Amounts accrued at the end of the current year	(64)
52	Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	64
(64)	Balance at 31 March	(64)

## 21. Cash Flow Statement – Operating Activities

The cash flows from operating activities include the following items:

2023/24 £000	Operating activity	2024/25 £000
280	Interest received	300
(41)	Interest paid	(67)
0	Other lease payments	34
239	<b>Net cash flows from operating activities</b>	<b>265</b>

The surplus or deficit on the provision of services has been adjusted for the following non-cash movements:

2023/24 £000	Non-cash movements	2024/25 £000
331	Depreciation	375
(145)	Impairment and downward valuations	4
(13)	Deferred revenue/ deferred payment agreements (IFRS 15)	(23)
(15)	Increase/(decrease) in creditors	500

2023/24 £000	Non-cash movements	2024/25 £000
1,182	(Increase)/decrease in debtors	97
(67)	(Increase)/decrease in inventories	44
(73)	Movement in pension liability	(29)
5	Carrying amount of non-current assets and non-current assets held for sale, sold or derecognised	31
(89)	Other non-cash items charged to the net surplus or deficit on the provision of services	(128)
<b>1,116</b>	<b>Net non-cash movements</b>	<b>871</b>

The surplus or deficit on the provision of services has been adjusted for the following items that are investing and financing activities:

2023/24 £000	Investing and Financing activities	2024/25 £000
8,000	Proceeds from short-term (not considered to cash equivalents)	5,500
(18)	Proceeds from the sale of property, plant and equipment	(44)
0	Any other items for which the cash effects are investing or financing cash flows	(250)
<b>7,982</b>	<b>Net investing and finance movements</b>	<b>5,206</b>

## 22. Cash flow statement – investing activities

2023/24 £000	Investing activity	2024/25 £000
(492)	Purchase of property, plant and equipment, investment property and intangible assets	(394)
(8,026)	Purchase of short-term investments	(6,527)
(45)	Proceeds from short term investments	250
18	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	44
<b>(8,545)</b>	<b>Net cash flows from investing activities</b>	<b>(6,627)</b>

## 23. Cash flow statement – financing activities

2023/24 £000	Financing activity	2024/25 £000
0	Cash receipts of short- and long-term borrowing	0
0	Cash payments for the reduction of the outstanding liabilities relating to finance leases	(44)
(36)	Repayments of short- and long-term borrowing	(36)
<b>(36)</b>	<b>Net cash flows from financing activities</b>	<b>(80)</b>

## 24. Members' allowances

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

2023/24 £000	Member payment type	2024/25 £000
37	Allowances	36
4	Expenses	9
<b>41</b>	<b>Total</b>	<b>45</b>

## 25. Officers' remuneration

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

Job Title	Year	Salary, fees and allowances £000	Bonuses £000	Expenses allowances £000	Pension contribution £000	Total £000
Chief Executive	2023/24	95	0	0	20	115
	2024/25	99	0	0	21	120
Director of Strategic Services	2023/24	69	0	0	15	84
	2024/25	66	0	0	14	80
Director of Operations	2023/24	69	0	0	15	84
	2024/25	71	0	0	15	86
Director of Finance	2023/24	65	0	0	13	78
	2024/25	68	0	0	14	82

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

<b>Number of employees 2023/24</b>	<b>Remuneration amount band</b>	<b>Number of employees 2024/25</b>
1	£50,000 - £54,999	1
0	£55,000 - £59,999	0
1	£60,000 - £64,999	0
2	£65,000 - £69,999	2
0	£70,000 - £74,999	1
0	£75,000 - £79,999	0
0	£80,000 - £84,999	0
0	£85,000 - £89,999	0
0	£90,000 - £94,999	0
1	£95,000 - £99,999	1

### Exit packages

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

Exit package cost band	Number of compulsory redundancies 2023/24	Number of compulsory redundancies 2024/25	Number of other departures agreed 2023/24	Number of other departures agreed 2024/25	Total number of exit packages by cost band 2023/24	Total number of exit packages by cost band 2024/25	Total cost of exit packages in each band 2023/24 £000	Total cost of exit packages in each band 2024/25 £000
£0-£20,000	0	0	0	0	0	0	0	0
£20,001-£40,000	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 26.External audit costs

The Broads authority has incurred the following fees relating to audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the Authority's external auditors. The Authority has not paid an additional fee for the 2023/24 audit. Any additional fees in 2024/25 is subject to determination by PSAA Ltd under the terms of the contract, for further details please see note 18.

<b>2023/24 £000</b>	<b>Type of external audit cost</b>	<b>2024/25 £000</b>
25	Fees payable to external auditors with regard to external audit services carried out by the appointed auditor for the year	76
<b>25</b>	<b>Total</b>	<b>76</b>

## 27. Grant income

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

2023/24 £000	Grant Name	2024/25 £000
3,414	Credited to taxation and non-specific grant income: Defra National Park Grant	3,414
0	DEFRA Biodiversity Capital Grant	250
0	DEFRA Biodiversity Net Gain Funding	250
84	Donated Asset (Mutford Lock/ Peppercorn Leases)	146
<b>3,498</b>	<b>Credited to taxation and non-specific grant income (subtotal)</b>	<b>4,060</b>
156	Credited to services: Heritage Lottery Fund	142
16	DEFRA Access Funding	72
222	Natural England – Nature for Climate Peatland Scheme (Discovery)	0
18	Natural England – Nature for Climate Peatland Scheme (Restoration)	49
129	Natural England - Paludiculture Exploration Fund	128
308	DEFRA Farming In Protected Landscapes (FiPL)	454
0	National Parks England - Generation Green	72
0	Department for Transport - Active Travel England	45
0	Broads IDB - Lowland agricultural peat small infrastructure pilot	13
0	Broadland Agricultural Water Abstractors Group - Lowland agricultural peat water discovery pilot	14
0	MHCLG Local Plan	228
<b>849</b>	<b>Credited to services (subtotal)</b>	<b>1,217</b>
<b>4,347</b>	<b>Total</b>	<b>5,277</b>

The authority has received a grant that has yet to be recognised as income as it has conditions attached that will require the monies to be returned to the giver. The balances at the year-end are as follows:

## Current liabilities

2023/24 £000	Grant receipts in advance (revenue grants)	2024/25 £000
31	Defra Farming In Protected Landscapes (FiPL)	26
38	Plug-in Norfolk Community Electric Vehicle Charging Points	38
0	BMW Recharge in Nature	65
0	Active Travel England	55
0	Defra Access for All	11
<b>69</b>	<b>Total</b>	<b>195</b>

## 28.Related parties

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

### Central Government

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

### Members

Members of the Broads Authority have direct control over the Authority's financial and operating policies. Members of the Navigation Committee have a consultative role in respect of navigation matters. The Authority wrote to all Members requesting details of any related party transactions. Details of Members' expenses are included in note 24.

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

Mr Alan Goodchild is a member of the Broads Authority and Navigation Committee and is a Director of 'Goodchild Marine Services Ltd'. Goodchild Marine paid £836 navigation tolls in 2024/25. The Authority also moored two vessels at Goodchild Marine at a cost of £4,728 and made launch fuel and repairs of £16,053. £30 was outstanding at 31 March 2025 (£nil 2023/24).

Mr Greg Munford was a member of the Broads Authority and Navigation Committee until 30 June 2024 and is Director of 'Richardsons Leisure Ltd'. Richardsons Leisure Ltd paid £396,879 (£362,014 2023/24) navigation tolls to the Broads Authority in 2024/25. The Authority made fuel purchases of £nil from Richardsons Leisure Ltd in 2024/25 (£289 2023/24).

Mr Simon Sparrow is a member of the Navigation Committee and is a Director of 'Hippersons Boatyard Ltd' and 'HE Hipperson Ltd'. Hippersons Boatyard Ltd paid £7,922 (£6,854 2023/24) navigation tolls to the Broads Authority in 2024/25. The Authority also made fuel purchases from HE Hipperson Ltd of £nil (£nil 2023/24) in 2024/25. No amounts were outstanding at 31 March 2025 (£nil 2023/24).

Mr Daniel Thwaites is a member of the Navigation committee and is a Director of 'Barnes Brinkcraft'. Barnes Brinkcraft paid £167,303 (£154,768 2023/24) navigation tolls in 2024/25.

#### Officers

The Chief Executive represents the Broads Authority on the board of the Whitlingham Charitable Trust. Officer remuneration is detailed in note 25.

#### Other Public Bodies

Durham County Council commenced provision of payroll services to the Broads Authority from 1 April 2024. The Authority paid £9,721 in 2024/25 (£nil 2023/24). No amounts were outstanding at 31 March 2025.

Norfolk County Council provides legal services to the Broads Authority via its legal practice, NPLaw. The Authority paid £39,735 for legal services in 2024/25 (£38,812 in 2023/24). £2 was outstanding at 31 March 2025 (£1,281 2023/24).

Norfolk County Council terminated its provision of payroll services to the Broads Authority on 31 March 2024. The Authority paid £nil in 2024/25 (£12,176 in 2023/24). £nil was outstanding at 31 March 2025 (£3,227 2023/24).

The Authority charged Norfolk County Council for grant funding of £1,072 during 2024/25 (£49,834 2023/24). £849 was outstanding at 31 March 2025 (£3,802 2023/24).

Wilkin Chapman provided Jonathan Golden as the Monitoring Officer from 1 January 2023. Prior to starting as Monitoring Officer, Jonathan provided advice to the Authority. The Authority paid £58,033 in 2024/25 (£103,433 2023/24). £3,960 was outstanding at 31 March 2025 (nil 2023/24).

## 29. Capital expenditure and capital financing

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

2023/24 £000	Description	2024/25 £000
127	Opening Capital Finance Requirement	92
0	Right of use assets on transition	146
492	<b>Capital investment:</b> Property, plant and equipment	925
	<b>Sources of finance</b>	
	Sums set aside from revenue:	
(492)	Direct revenue contributions	(394)
(35)	MRP	(81)
<b>92</b>	<b>Closing capital finance requirement</b>	<b>688</b>
(35)	<b>Explanation of movements in year</b> Increase/(decrease) in underlying need to borrow (unsupported by government financial assistance)	(583)
<b>(35)</b>	<b>Increase/(decrease) in capital financing requirement</b>	<b>(596)</b>

## 30. Leases

### Transition to IFRS 16 Lease accounting

In 2024/25 the Authority adopted International Financial Reporting Standard (IFRS) 16 (Leases) as required by the Code of Practice for Local Authority Accounting in the United Kingdom (the Code). The main impact of the new requirements is when the Authority is the lessee in a transaction. In this case, where arrangements were previously accounted for as operating leases (that is to say, without recognising the leased item as an asset and future lease payments as a liability) a Right-of-Use asset has been brought onto the Balance Sheet as at 1 April 2024. Where those leases have a commercial rent attached to them, a corresponding lease liability has also been brought onto the Balance Sheet as at 1 April 2024. Where leases are at nil consideration, or a peppercorn, then no lease liability is recorded and instead are treated as donated assets and included within Taxation and Non-Specific Grant income in the Comprehensive Income and Expenditure Statement.

IFRS 16 has been applied retrospectively, but with the cumulative effect recognised as at 1 April 2024. This means that Right-of-Use assets and lease liabilities have been calculated as if IFRS 16 had always applied but recognised in 2024/25 and not by adjusting prior year figures. However, some practical expedients have been applied as required or permitted by the Code.

Leases determined to be of low value assets (value when new of less than £5,000), and short-terms leases of 12 months or less (including leases that expire within 12 months of 31 March 2025) have not been included as a Right-of-Use assets and continue to be expensed to the Comprehensive Income and Expenditure Statement.

### Authority as lessee

The authority's lease contracts comprise leases of operational land and buildings, plant and equipment. Most are individually immaterial; however, material leases include:

- The lease for the headquarters building commenced in August 2024 for a term of 5 years with 1 extension option for an additional five years. Rentals increase every five years in line with the open market rent review. The value of the asset as at 31 March 2025 was £417k.

### Right-of-use assets

This table shows the change in the value of right-of-use assets held under leases by the authority

Type of movement	Land & Buildings £000's	Vehicles, plant and equipment £000	Total £000
Balance at 1 April 2024	360	5	365
Additions	456	0	456
Revaluations	0	0	0

Type of movement	Land & Buildings £000's	Vehicles, plant and equipment £000	Total £000
Depreciation	(59)	(1)	(60)
Disposals	0	0	0
<b>Balance at 31 March 2025</b>	<b>758</b>	<b>4</b>	<b>762</b>

### Transactions under leases

The authority incurred the following expenses and cash flows un relation to leases:

Comprehensive Income and Expenditure Statement	2024/25 £000
Interest on lease liabilities	20
Expenses relating to short term leases	34
Expenses relating to exempt leases of low value	6
Variable lease payments not included in the measure of lease liabilities	0
Income from subletting right-of-use assets	0
Gains or losses arising from sale and leaseback transactions	0

Cash Flow Statement	2024/25 £000
Minimum Lease payments	45

### Maturity analysis of lease liabilities

The lease liabilities are due to be settled over the following time bands (measured at the undiscounted amounts of expected cash payments)

Time Period	2024/25 £000	2023/24 £000
Less than one year	60	164
One to five years	231	431
More than five years	340	179
<b>Total undiscounted liabilities</b>	<b>631</b>	<b>774</b>

The balance of lease liabilities of £631 thousand in the table above roughly comparable with the operating leases commitments of £774 thousand as at 31 March 2024. The reduction is

explained by the lease for Yare House (Head Office) being surrendered and replaced with a shorter-term lease, as well as the repayments due in 2024/25.

#### Authority as Lessor

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

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

<b>Operating lease income</b>	<b>2024/25 £000</b>	<b>2023/24 £000</b>
Total lease income	2	2
Share of lease income relating to variable lease payments that do not depend on an index rate	0	0

#### Maturity analysis of lease receivables

The lease receivables are due to be settled over the following time bands (measured at the undiscounted amounts of expected cash payments)

<b>Time Period</b>	<b>2024/25 £000</b>	<b>2023/24 £000</b>
Less than one year	0	2
One to two years	1	4
Two to three years	1	1
Four to five years	0	0
More than five years	1	2
<b>Total undiscounted receivables</b>	<b>3</b>	<b>9</b>

### 31. Termination benefits

There were nil termination benefits during 2024/25. No additional liabilities relating to termination benefits were incurred during 2024/25 and no provision for any future redundancy payments was established in the year.

### 32. Defined Benefit Pension Schemes

#### Participation in Pension Schemes

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

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

#### Transactions relating to Post-Employment Benefits

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

2023/24 £000	Transaction	2024/25 £000
978 0	Comprehensive Income and Expenditure Statement Cost of services: <ul style="list-style-type: none"> <li>• current service cost</li> <li>• past service cost</li> </ul>	894 0
(119)	Financing and investment income and expenditure <ul style="list-style-type: none"> <li>• net interest expense</li> </ul>	9
<b>859</b>	<b>Total post-employment benefits charged to the surplus or deficit on the provision of services</b>	<b>903</b>
(1,842) (178)	Other post-employment benefits charged to the Comprehensive Income and Expenditure Statement: <ul style="list-style-type: none"> <li>• return on plan assets (excluding the amount included in the net interest expense)</li> <li>• actuarial gains and losses arising on changes in demographic assumptions</li> </ul>	563 (58)

2023/24 £000	Transaction	2024/25 £000
(1,971)	<ul style="list-style-type: none"> <li>actuarial gains and losses arising on changes in financial assumptions</li> </ul>	(5,274)
1,045	<ul style="list-style-type: none"> <li>other experience</li> </ul>	(306)
0	<ul style="list-style-type: none"> <li>changes in effect of the asset ceiling</li> </ul>	5,084
<b>(2,946)</b>	<b>Total post-employment benefits charged to the Comprehensive Income and Expenditure Statement</b>	<b>9</b>
	Movement in Reserves Statement	
859	<ul style="list-style-type: none"> <li>reversal of net charges made to the surplus or deficit on the provision of services for post-employment benefits in accordance with the Code</li> </ul>	903
	Actual amount charged against the General Fund balance for pensions in the year:	
(932)	<ul style="list-style-type: none"> <li>employers' contributions payable to scheme</li> </ul>	(932)

#### Pension Assets and Liabilities Recognised in the Balance Sheet

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

2023/24 £000	Type	2024/25 £000
(33,063)	Present value of the defined benefit obligation	(29,094)
32,847	Fair value of plan assets	28,898
<b>(216)</b>	<b>Net (liability)/asset arising from defined benefit obligation</b>	<b>(196)</b>

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

2023/24 £000	Movements	2024/25 £000
35,059	Opening fair value of scheme assets	32,847
1,666	Interest income	1,595
1,842	Remeasurement gain / (loss): <ul style="list-style-type: none"> <li>The return on plan assets, excluding the amount included in the net interest expense</li> </ul>	(563)
(5,760)	Asset Ceiling*	(5,084)
0	Other Experience	0
932	Contributions from employer	932
276	Contributions from employees into the scheme	284

<b>2023/24 £000</b>	<b>Movements</b>	<b>2024/25 £000</b>
(1,168)	Benefits paid	(1,113)
<b>32,847</b>	<b>Closing fair value of scheme assets</b>	<b>28,898</b>

\* The net defined benefit asset is the surplus, adjusted for any effect of limiting a net defined benefit asset to the asset ceiling.

The Asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan. Currently the Authority has no right to a refund without ending its ongoing participation in the fund. The calculation above assumes that the benefit will be available as a reduction in future contributions. This is calculated as the present value of future service costs less the present value of future service contributions.

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

2023/24 £000	Movements	2024/25 £000
32,534	Balance at 1 April	33,063
978	Current service cost	894
1,547	Interest cost	1,604
276	Contributions from scheme participants	284
(178)	Remeasurement (gains) and losses: <ul style="list-style-type: none"> <li>• Actuarial gains / losses from changes in demographic assumptions</li> </ul>	(58)
(1,971)	<ul style="list-style-type: none"> <li>• Actuarial gains / losses arising from changes in financial assumptions</li> </ul>	(5,274)
1,045	<ul style="list-style-type: none"> <li>• Other</li> </ul>	(306)
0	<ul style="list-style-type: none"> <li>• Past Service Cost</li> </ul>	0
(1,168)	Benefits paid	(1,113)
<b>33,063</b>	<b>Balance at 31 March</b>	<b>29,094</b>

In June 2023, the UK High Court (Virgin Media Limited v NTL Pension Trustees II Limited) ruled that certain historical amendments for contracted-out defined benefit schemes were invalid if they were not accompanied by the correct actuarial confirmation. The judgment has now been upheld by the Court of Appeal.

The Local Government Pension Scheme is a contracted out defined benefit scheme and amendments have been made during the period 1996 to 2016 which could impact member benefits. Work is being performed by the Government Actuary's Department as the Local Government Pension Scheme actuary to assess whether section 37 certificates are in place for all amendments and some of these have been confirmed however, at the date of these financial statements, the full assessment is not complete. Until this analysis is complete, we are unable to conclude whether there is any impact to the liabilities or if it can be reliably estimated. As a result, the Broads Authority does not consider it necessary to make any allowance for the potential impact of the Virgin Media case in its financial statements.

## Local Government Pension Scheme Assets

Local Government Pension Scheme assets comprised:

Fair value of scheme assets 2023/24 £000				Fair value of scheme assets 2024/25 £000		
Quoted prices in active markets	Quoted prices not in active markets	Total	Asset type	Quoted prices in active markets	Quoted prices not in active markets	Total
587.2	-	587.2	Cash and cash equivalents: <ul style="list-style-type: none"> <li>All cash and cash equivalents</li> </ul>	1,345.1	-	1,345.1
-	-	-	Equity instruments: <ul style="list-style-type: none"> <li>Consumer</li> <li>Manufacturing</li> <li>Energy and utilities</li> <li>Financial institutions</li> <li>Health and care</li> <li>Information technology</li> <li>Other</li> </ul>	-	-	-
-	-	-		-	-	-
-	-	-		-	-	-
-	-	-		-	-	-
-	-	-		-	-	-
-	-	-		-	-	-
964.7	-	964.7	Bonds (Debt securities): <ul style="list-style-type: none"> <li>Corporate bonds (investment grade)</li> <li>Corporate bonds (non-investment grade)</li> <li>UK Government</li> </ul>	758.5	-	758.5
-	4,861.0	4,861.0	Private equity: <ul style="list-style-type: none"> <li>All private equity</li> </ul>	-	5,120.2	5,120.2

Fair value of scheme assets 2023/24 £000				Fair value of scheme assets 2024/25 £000		
-	2,888.6	2,888.6	Property:	-	2,551.1	2,551.1
-	435.9	435.9	• UK property	-	374.9	374.9
			• Overseas property			
16,420.2	-	16,420.2	Other investment funds and unit trusts:	22,354.8	-	22,354.8
7,359.8	-	7,359.8	• Equities	3,021.4	-	3,021.4
-	4,402.4	4,402.4	• Bonds	-	4,472.0	4,472.0
-	-	-	• Infrastructure	-	-	-
			• Other			
-	-	-	Derivatives	-	-	-
687.2	-	687.2	• Other derivatives	23.0	-	23.0
			• Foreign exchange			
(3,881.9)	(1,878.1)	(5,760.0)	Asset Ceiling	(7,643.8)	(3,479.2)	(11,123.0)
<b>22,137.2</b>	<b>10,709.8</b>	<b>32,847.0</b>	<b>Total</b>	<b>19,859.0</b>	<b>9,039.0</b>	<b>28,898.0</b>

### Basis for estimating assets and liabilities

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. The Fund liabilities have been assessed by Hymans Robertson, an independent firm of actuaries, estimates for the fund being based on the latest full valuation of the scheme as at 31 March 2022.

The principal assumptions used by the actuary have been:

31 March 2024	Assumption	31 March 2025
	Long term expected rate of return on assets in the scheme:	
4.85%	• Equity investments	5.8%
4.85%	• Bonds	5.8%
4.85%	• Property	5.8%
4.85%	• Cash	5.8%
	Mortality assumptions:	
	Longevity at 65 for current pensioners:	
21.4 years	• Men	21.3 years
24.4 years	• Women	24.3 years
	Longevity at 65 for future pensioners:	
22.3 years	• Men	22.2 years
25.9 years	• Women	25.9 years
2.75%	Rate of inflation	2.75%
3.45%	Rate of increase in salaries	3.45%
2.75%	Rate of increase in pensions	2.75%
4.85%	Rate for discounting scheme liabilities	5.80%
	Take up of option to convert annual pension into retirement lump sum:	
45%	Pre- April 2008 service	45%
45%	Post- April 2008 service	45%

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

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

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

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

<b>Change in assumptions at 31 March 2025</b>	<b>Approximate % increase to employer liability</b>	<b>Approximate monetary amount £000</b>
0.1% decrease in real discount rate	2%	521
1-year increase in member life expectancy	4%	1,164
0.1% increase in the salary increase rate	0%	27
0.1% increase in the pension increase rate	2%	508

#### Techniques used to manage risk

The Pensions Committee of Norfolk County Council considers long term liabilities when setting its investment strategy but does not follow a specific liability matching investment approach having taken appropriate professional advice. The Committee has agreed an asset allocation benchmark, a performance target and various controls on the Fund's investments. These reflect their views on the appropriate balance between maximising the long-term return on investments and minimising short-term volatility and risk. The Committee monitors and reviews the performance of investments and the overall strategy on a regular basis, supported by advice from professional advisers as required. A large proportion of the Fund's assets relate to equities (68.7% of scheme assets) and bonds (9.4%). The scheme also invests in properties as part of the diversification of the scheme's investments.

Further details of the Fund's investment approach are outlined in the Statement of Investment Principles and Funding Strategy Statement that are published on the Fund's website [www.norfolkpensionfund.org](http://www.norfolkpensionfund.org).

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

The objectives of the scheme are to keep employers' contributions at a constant rate as possible. The Administering Authority has agreed a strategy with the scheme's actuary to achieve a funding level of 100% over the next 20 years. Funding levels are monitored on an annual basis. The next triennial valuation will take place on 31 March 2025.

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

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

The Authority anticipates paying contributions of approximately £889,000 to the scheme in 2025/26.

### **33. Contingent Liabilities**

The Authority has identified one material contingent liability:

#### **Postwick Tip**

The Authority uses a site "Postwick Tip," which is included in the Authority's Fixed Asset Register, for the treatment of sediment material from dredging operations. This natural treatment process involves the drying of sediment so that mercury content is absorbed. As such there would be no clean-up costs at the end of the site's life. However, if the Authority were to stop using the site, there would be a cost of £33,000 to surrender the license. There is currently no expectation that the Authority will cease using the site. The Authority's use of the site is the subject of a bond / financial provision to the Environment Agency in the amount of £10.6m. This covers the estimated cost of restoration which could arise if there were to be a catastrophic event at the site. Defra are the guarantors for this bond and the Authority would not itself anticipate making any payment under the terms of this agreement.

### 34. Financial Instruments

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

#### Financial Assets

Type	Non-Current Investments 31 March 2024 £000	Non-Current Investments 31 March 2025 £000	Non-Current Debtors 31 March 2024 £000	Non-Current Debtors 31 March 2025 £000	Current Investments 31 March 2024 £000	Current Investments 31 March 2025 £000	Current Debtors 31 March 2024 £000	Current Debtors 31 March 2025 £000	Total 31 March 2024 £000	Total 31 March 2025 £000
Amortised Cost	0	0	0	0	6,520	7,724	451	423	6,971	8,147
<b>Total financial assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,520</b>	<b>7,724</b>	<b>451</b>	<b>423</b>	<b>6,971</b>	<b>8,147</b>
Non-financial assets	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,520</b>	<b>7,724</b>	<b>451</b>	<b>423</b>	<b>6,971</b>	<b>8,147</b>

### Financial Liabilities

Type	Non-Current Borrowings 31 March 2024 £000	Non-Current Borrowings 31 March 2025 £000	Non-Current Creditors 31 March 2024 £000	Non-Current Creditors 31 March 2025 £000	Current Borrowings 31 March 2024 £000	Current Borrowings 31 March 2025 £000	Current Creditors 31 March 2024 £000	Current Creditors 31 March 2025 £000	Total 31 March 2024 £000	Total 31 March 2025 £000
Amortised Cost	58	593	0	0	35	96	2,073	2,447	2,166	3,136
<b>Total financial liabilities</b>	<b>58</b>	<b>593</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>96</b>	<b>2,073</b>	<b>2,447</b>	<b>2,166</b>	<b>3,136</b>
Non-financial liabilities	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>58</b>	<b>593</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>96</b>	<b>2,073</b>	<b>2,447</b>	<b>2,166</b>	<b>3,136</b>

### Income, Expense Gains and Losses

Interest Type	Surplus or Deficit on the Provision of Services 2023/24 £000	Other Comprehensive Income and Expenditure 2023/24 £000	Total 2023/24 £000	Surplus or Deficit on the Provision of Services 2024/25 £000	Other Comprehensive Income and Expenditure 2024/25 £000	Total 2024/25 £000
Interest Expense	45	0	45	69	0	69

<b>Interest Type</b>	<b>Surplus or Deficit on the Provision of Services 2023/24 £000</b>	<b>Other Comprehensive Income and Expenditure 2023/24 £000</b>	<b>Total 2023/24 £000</b>	<b>Surplus or Deficit on the Provision of Services 2024/25 £000</b>	<b>Other Comprehensive Income and Expenditure 2024/25 £000</b>	<b>Total 2024/25 £000</b>
Interest Income	(293)	0	(293)	(307)	0	(307)

### Fair Values of Assets and Liabilities

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

- Fixed interest rate of 4.82% over the 20-year PWLB loan;
- Fixed interest rate of 2% over the 5-year PWLB loan;
- No early repayment or impairment is recognised; and
- The fair value of trade and other receivables is taken to be invoices or billed amount.

The fair values calculated are as follows:

<b>Financial Liabilities held at amortised cost:</b>	<b>31 March 2024 Carrying Amount £000</b>	<b>31 March 2024 Fair Value £000</b>	<b>31 March 2025 Carrying Amount £000</b>	<b>31 March 2025 Fair Value £000</b>
PWLB	94	103	58	59
Finance Leases	0	0	631	631
Short Term Creditors	2,072	2,072	2,447	2,447
<b>Total</b>	<b>2,166</b>	<b>2,175</b>	<b>3,136</b>	<b>3,137</b>

The fair value of borrowings is higher than the carrying amount because the authority's PWLB loan is at a fixed interest rate where the interest rate payable is higher than the prevailing rates at the Balance Sheet date. This shows a notional future loss (based on economic conditions as at 31 March 2025) arising from a commitment to pay interest to lenders above the current market rate. Refinancing the loan at lower interest rates would outweigh the early repayment fee.

<b>Financial assets held at amortised cost:</b>	<b>31 March 2024 Carrying Amount £000</b>	<b>31 March 2024 Fair Value £000</b>	<b>31 March 2025 Carrying Amount £000</b>	<b>31 March 2025 Fair Value £000</b>
Fixed term investments	5,067	5,067	6,102	6,102
Cash at banks	1,453	1,453	1,622	1,622
Short Term debtors	451	451	423	423
<b>Total</b>	<b>6,971</b>	<b>6,971</b>	<b>8,147</b>	<b>8,147</b>

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

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

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

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

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

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

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

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

#### **Credit Risk**

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

The Authority's standard terms and conditions for payment of invoices are 30 days from invoice date. The Authority does not allow credit for customers. At 31 March 2025, a small amount of invoices were overdue as at 31 March 2025. The majority of this income was received in early 2025/26 and for those overdue a bad debt provision has been created.

#### **Liquidity Risk**

A one-year funding agreement from DEFRA means the Broads Authority has some certainty over 2025/26. Longer term uncertainty still remains and future changes in government brings further uncertainty whether future multi-year funding will be available. Given the significant cash balances there is no significant risk that it will be unable to meet its commitments under financial instruments. All financial liabilities are due to be repaid within one to five years with the exception of the 20-year PWLB loan. Therefore, there is no risk of having to borrow at unfavourable rates in future to replenish borrowings.

#### **Market Risk**

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

#### **Foreign Exchange Risk**

The Authority's Annual Investment and Capital Financing Strategy for 2024/25 states that if the Authority enters into any contractual arrangements above £100,000 which involve foreign currency, the advice of the Director of Finance will be sought on the advisability of hedging the exchange risk before entering into the contract.

### 36. Navigation Income and Expenditure Account

2023/24 Gross expenditure £000	2023/24 Income £000	2023/24 Net expenditure/ (income) £000	Description	2024/25 Gross expenditure £000	2024/25 Income £000	2024/25 Net expenditure/ (income) £000
2,615	(43)	2,572	Operations	2,941	(41)	2,900
748	(155)	593	Strategic Services	699	(133)	566
974	(9)	965	Finance & Support Services	996	(12)	984
3	0	3	Corporate Items	4	0	4
0	(4,178)	(4,178)	Navigation Income (Tolls)	0	(4,389)	(4,389)
<b>4,340</b>	<b>(4,385)</b>	<b>(45)</b>	<b>Cost of services (subtotal)</b>	<b>4,640</b>	<b>(4,575)</b>	<b>65</b>
		(9)	(Gains)/Losses on the disposal of non-current assets			(1)
		(168)	Financing and investment income and expenditure			(72)
		(84)	Donated Asset			(96)
		<b>(306)</b>	<b>(Surplus) or deficit on provision of services (subtotal)</b>			<b>(104)</b>
		(384)	(Surplus) or deficit on revaluation of fixed assets			(107)
		1,474	Actuarial (gains)/losses on pension assets/liabilities			5
		1,090	Other comprehensive income and expenditure (subtotal)			(102)
		<b>784</b>	<b>Total comprehensive income and expenditure</b>			<b>(206)</b>

### 37.Going Concern

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2024/25 (the Code), which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector. The accounts have been prepared on the going concern basis.

In carrying out its assessment that this basis is appropriate, made for the going concern period to 31 March 2027, management of the Authority have undertaken forecasting of both income and expenditure, the expected impact on reserves, and cashflow forecasting.

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

<b>Date</b>	<b>General Fund</b>	<b>Navigation Fund</b>	<b>Earmarked reserves</b>
31/03/25	£1.170m	£0.627m	£3.553m

Our expected General/Navigation Fund and Earmarked Reserve position has a predicted balance of £1.122 million and £0.486 million at 31 March 2027 This remains above our minimum level of balances as previously set by our Director of Resources of £0.873 million.

Our cash flow forecasting and assessment of the adequacy of our liquidity position demonstrates positive cash balances throughout the going concern period, and no expectation of external borrowing.

The key assumptions within this forecast include a 3% pay increase per full time equivalent for 2025/26, as negotiated by the National Joint Council (NJC). This is consistent with the agreed pay awards in 2023/24 and 2024/25. We have considered if a higher increase is negotiated above the 3%, and the above projections would not be significantly affected with both minimum levels of reserves and liquidity remaining through the same period.

On this basis, the Authority have a reasonable expectation that it will have adequate resources to continue in operational existence throughout the going concern period maintaining the provision of its services. For this reason, alongside the statutory guidance, we continue to adopt the going concern basis in preparing these financial statements.

## Glossary of Terms

### **Accounting period**

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

### **Accounting policies**

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

### **Accruals**

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

### **Actuarial gains and losses**

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

### **Amortisation**

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

### **Amortised cost**

This is cost that has been adjusted for amortisation.

### **Asset**

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

### **Budget**

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

### **Capital income and expenditure**

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

### **Capital financing**

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

**Cash equivalents**

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

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

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

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

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

**Community assets**

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

**Contingent liabilities**

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

**Creditors**

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

**Current value**

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

**Debtors**

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

**Deficit**

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

**Depreciation**

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

**Expected return on pension assets**

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

**Fair value**

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

**Financial asset**

A right to future economic benefits.

**Financial instrument**

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

**Financial liability**

An obligation to transfer economic benefits.

**Finance lease**

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

**Long term assets**

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

**Government grants**

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

**Historic cost**

The cost of an asset when originally bought.

**IAS19 retirement benefits**

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

**Impairment**

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

**Infrastructure assets**

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

**Intangible assets**

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

**International financial reporting standards (IFRS)**

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

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

**Investment properties**

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

**Liability**

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

**Market price**

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

**Minimum revenue provision (mrp)**

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

**Net book value**

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

**Non-distributed costs**

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

**Operating lease**

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

**Outturn**

The actual amount spent in the financial year.

**Pension fund**

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

**Provision**

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

**Reserves**

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

**Revenue income and expenditure**

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

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

**Surplus**

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

**Value added tax (vat)**

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

**Variance / variation**

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

# Risk, Audit and Governance Committee

25 November 2025

Agenda item number 9

## Consolidated Income and Expenditure 1 April to 30 September 2025 Actual and 2025/26 Forecast Outturn

Report by Senior Accountant

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### Purpose

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

### Broads Plan context

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

### Recommended decision

To note:

- i. the income and expenditure figures;
  - ii. the prudential indicators in paragraph 6.1
- 

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# 1. Introduction

- 1.1. This report covers two items: consolidated income and expenditure and quarter two prudential indicators for 2025/26.
- 1.2. Section 2 to 5 provides a summary of income and expenditure for the consolidated budget up until 30 September, any amendments to the Latest Available Budget (LAB), Forecast Outturn (predicted year end position) and the movements on the earmarked reserves.
- 1.3. Section 6 contains the prudential indicators.
- 1.4. The Directorates below reflect the new organisational structure.

# 2. Overview of actual income and expenditure

**Table 1**

Actual consolidated income and expenditure by directorate to 30 September 2025

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(6,812,057)	(6,798,794)	- 13,262
Delivery	3,108,931	2,359,784	+ 749,148
Resources	1,872,928	1,778,379	+ 94,549
Chief Executive	614,524	520,519	+ 94,005
Projects, Corporate Items and Contributions from Earmarked Reserves	(518,775)	(111,220)	- 407,555
<b>Net (Surplus) / Deficit</b>	<b>(1,734,448)</b>	<b>(2,251,332)</b>	<b>+ 516,884</b>

2.1. Core navigation income is below the profiled budget at the end of month six. The overall position as at 30 September 2025 is a favourable variance of £516,884 or a 29.8% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £13,262 within income:
  - Hire Craft Tolls is £37,440 below the profiled budget.
  - Private Craft Tolls is £33,120 below the profiled budget.
  - Short Visit and Other Toll income is £20,418 above the profiled budget.
  - Investment income is £36,879 above the profiled budget.

- An underspend within Delivery relating to:
  - Development Management is £32,888 below the profile budget due to the pay award being 0.8% less than budgeted and due to a vacancy on the Heritage post. The pay award was implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing differences on the Local Plan expenditure due to changes in planning policies.
  - Construction, Maintenance and Ecology salaries is £67,558 below the profiled budget due to the pay award being 0.8% less than budgeted, plus to two op tech posts removed from structure. The pay award was implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.
  - Equipment, Vehicles and Vessels is £144,740 below the profiled budget due to timing differences on the replacement of equipment and vehicles from the earmarked reserves.
  - Land Management is £32,605 below the profiled budget due to a timing difference on tools and equipment replacements.
  - Practical Maintenance is £225,426 below the profiled budget due to a timing difference on contractor spend and the Mutford Lock technical review. This review is now no longer required following the works earlier this year and the forecast has been updated accordingly. There is also a delay on works starts on mooring maintenance and repairs.
  - Waterways and Recreation Strategy is £79,982 below the profiled budget due to timing differences on receipt of the Access for All Grant from DEFRA. This is partially offset in the delays to recruitment for a vacancy.
  - Ranger Services is £118,435 below the profiled budget due to the pay award being 0.8% less than budgeted. The pay award was implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly. There is also timing differences in the replacement of the Ranger launch.
  - Premises is £41,380 below the profiled budget due to timing differences on the Dockyard solar and repiling project.
- An underspend within Resources relating to:
  - Strategy and Projects £86,744 above the profiled budget due to timing differences on externally funded grant expenditure being in advance and the quarterly reclaimed income being in arrears.
  - National Park Expenditure £79,448 below the profiled budget due to timing difference on the capital spent.

- Premises Head Office £24,351 below the profiled budget due to timing difference.
- ICT £53,696 below the profiled budget due to timing differences.
- Resources Management £13,688 below the profiled budget due the structuration resulting in reduced Directors costs.
- An underspend within Chief Executive relating to:
  - Legal is £14,685 above the profiled budget due to timing differences.
  - Communications is £36,571 below the profiled budget due two posts being removed from the structure and the pay award being 0.8% less than budgeted. The pay award has been implemented in September and back dated to 1 April 2025. The forecast for the saving has been updated accordingly.
  - Visitor Centres and Yacht Stations is £67,333 below the profiled budget due to the pay award being 0.8% less than budgeted. There is also timing differences on repairs and maintenance on the yacht stations and trip boats. Visitor centres' income was slightly higher than budgeted.
- An adverse variance within reserves and Corporate Items relating to:
  - Corporate Items £23,173 above the profiled budget due to restructure resulting in redundancy payments.
  - Catchment Partnership is above the profile due to timing differences.
  - Planning Delivery Grant is below the profile due to delays in the Local Plan expenditure.
  - Premises is below the profile due to delays in works at the Dockyard.
  - Property is below the profile due to Mutford Lock technical review no longer being required in this financial year.
  - Plant, Vessels and Equipment is below the profile due to delays in equipment replacements.

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

### 3. Latest available budget

3.1. The Authority's income and expenditure is monitored against the latest available budget (LAB) for 2025/26. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are set out in Appendix 2.

- 3.2. Following the meeting in July it was identified that it was not appropriate for the recruitment of a new Chief Executive to be funded from the Medium-Term Planning earmarked reserve as this is 100% National Park. The table below reflects this is now funded from revenue budgets 60/40 in accordance with the salary split.

**Table 2**

Adjustments to consolidated LAB

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

## 4. Overview of forecast outturn 2025/26

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

**Table 3**

Adjustments to Forecast Outturn

Item	Amount £
Forecast outturn deficit as per LAB	217,887
Decrease to staff costs for vacancies and pay award	(245,933)
Decrease to Hire Craft income	41,440
Decrease to Private Craft income	32,764
Increase to investment income	(33,000)
Increase to staff cost due to redundancy	49,117
Increase to planning income	(6,000)
<b>Forecast outturn deficit as at 30 September 2025</b>	<b>56,275</b>

## 5. Reserves

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

**Table 4**

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2025 £	In-year movements £	Current reserve balance £
Property	(851,378)	3,659	(847,720)
Plant, Vessels and Equipment	(775,365)	(214,190)	(989,554)
Premises	(441,785)	(57,855)	(499,641)
Planning Delivery Grant	(504,364)	64,542	(439,821)
Upper Thurne Enhancement	(282,729)	(21,000)	(303,729)
HLF	0	1,815	1,815
Catchment Partnership	(76,673)	(1,188)	(77,861)
Computer Software	(158,363)	(11,924)	(170,287)
Medium Term Planning	(462,504)	36,481	(426,023)
<b>Total</b>	<b>(3,553,161)</b>	<b>(199,661)</b>	<b>(3,752,822)</b>

## 6. Prudential Indicators

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

**Table 5**

Prudential Indicators 2025/26

Prudential Indicator	Opening 01/04/25 £	Estimate 31/03/26 £	Q2 Actual £
Capital expenditure	0	1,600,058	485,404
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	688,142	606,575	640,127
Debt balance	689,640	608,073	641,625

## 7. Conclusion

- 7.1. The updated forecast position for the year suggests a surplus within the National Park and the Navigation budget. This would result in a National Park Reserve balance of approximately £1,140,532 and a Navigation Reserve balance of £600,344 at the end of 2025/26 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 24.2% and Navigation at 12.8%. Year-end transfers of interest to the earmarked reserves and repayment of the National Park loan will mean National Park will reduce to approximately 24% and Navigation will reduce to 10.4%. This will be highly dependent on the level of interest received.

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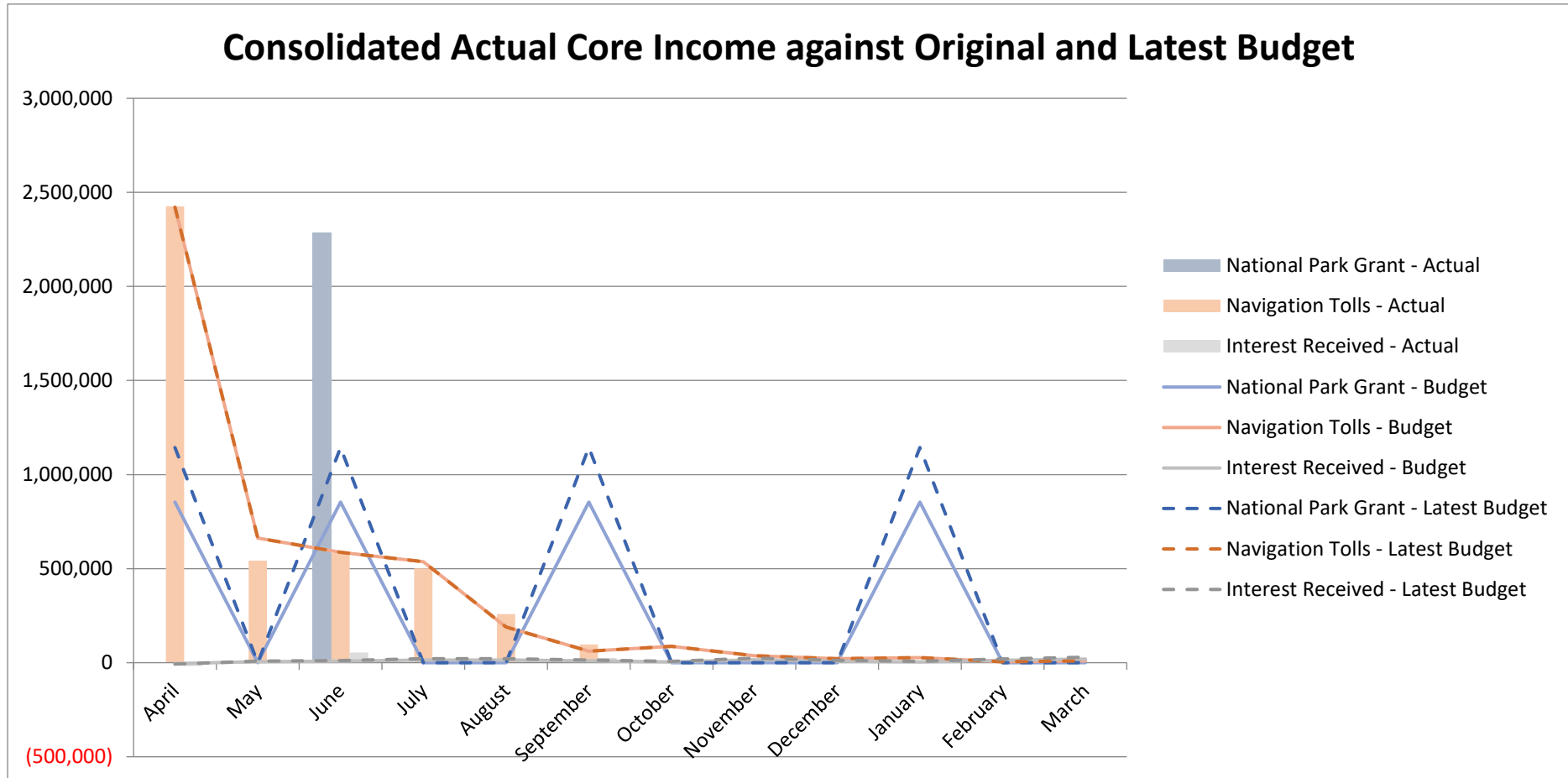
Date of report: 07 November 2025

[Broads Plan](#) strategic objectives: All

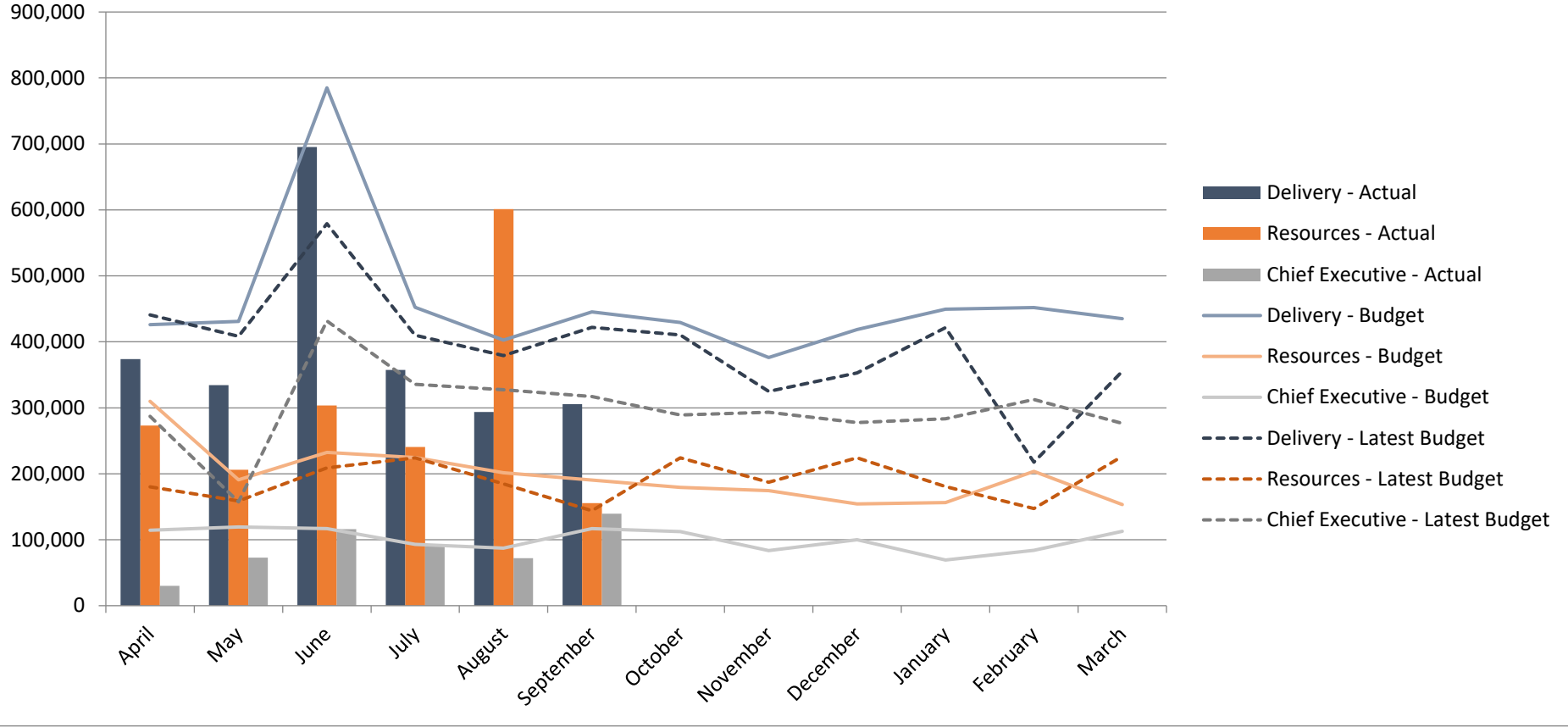
Appendix 1 – Consolidated actual income and expenditure charts to 30 September 2025

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

# Appendix 1 – Consolidated actual income and expenditure charts to 30 September 2025



### Consolidated Net Actual Expenditure against Original and Latest Budget



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

**Table 1**  
Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Total Income</b>	<b>(8,166,878)</b>	<b>(1,217,000)</b>	<b>(9,383,878)</b>	<b>(9,342,674)</b>	<b>-41,204</b>
National Park Grant	(3,414,078)	(1,160,000)	(4,574,078)	(4,574,078)	0
Hire Craft Tolls	(1,489,000)	0	(1,489,000)	(1,447,560)	-41,440
Private Craft Tolls	(3,057,000)	0	(3,057,000)	(3,024,236)	-32,764
Short Visit Tolls	(63,540)	0	(63,540)	(63,540)	0
Other Toll Income	(33,260)	0	(33,260)	(33,260)	0
Interest	(110,000)	(57,000)	(167,000)	(200,000)	33,000

**Table 2**

## Delivery

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Total Delivery</b>	<b>5,556,485</b>	<b>92,834</b>	<b>5,649,319</b>	<b>5,476,348</b>	<b>172,971</b>
<b>Development Management</b>	<b>608,610</b>	<b>11,160</b>	<b>619,770</b>	<b>589,660</b>	<b>30,110</b>
Income	(95,000)	15,000	(80,000)	(86,000)	6,000
Salaries	582,540	(3,840)	578,700	554,590	24,110
Expenditure	115,070	0	115,070	115,070	0
Pension Payments	6,000	0	6,000	6,000	0
<b>Construction and Maintenance Salaries</b>	<b>1,714,980</b>	<b>5,990</b>	<b>1,720,970</b>	<b>1,644,800</b>	<b>76,170</b>
Salaries	1,714,980	5,990	1,720,970	1,644,800	76,170
Expenditure	0	0	0	0	0
<b>Equipment, Vehicles &amp; Vessels</b>	<b>676,500</b>	<b>0</b>	<b>676,500</b>	<b>676,500</b>	<b>0</b>
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	677,700	0	677,700	677,700	0
<b>Water Management</b>	<b>101,280</b>	<b>0</b>	<b>101,280</b>	<b>101,280</b>	<b>0</b>
Expenditure	101,280	0	101,280	101,280	0
<b>Land Management</b>	<b>(102,950)</b>	<b>17,500</b>	<b>(85,450)</b>	<b>(85,450)</b>	<b>0</b>
Income	(221,935)	0	(221,935)	(221,935)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	118,985	17,500	136,485	136,485	0
<b>Practical Maintenance</b>	<b>531,215</b>	<b>(17,026)</b>	<b>514,189</b>	<b>482,348</b>	<b>31,841</b>
Income	(26,425)	(38,025)	(64,450)	(66,291)	1,841
Expenditure	557,640	20,999	578,639	548,639	30,000
<b>Waterways and Recreation Strategy</b>	<b>58,900</b>	<b>20</b>	<b>58,920</b>	<b>33,670</b>	<b>25,250</b>
Salaries	52,500	20	52,520	27,270	25,250
Expenditure	6,400	148,092	154,492	154,492	0
<b>Project Funding</b>	<b>15,000</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>
Pension Payments	15,000	0	15,000	15,000	0
<b>Ranger Services</b>	<b>1,350,110</b>	<b>75,970</b>	<b>1,426,080</b>	<b>1,418,460</b>	<b>7,620</b>
Income	0	0	0	0	0
Salaries	996,110	970	997,080	989,460	7,620
Expenditure	353,750	75,000	428,750	428,750	0
Pension Payments	250	0	250	250	0
<b>Safety</b>	<b>141,480</b>	<b>740</b>	<b>142,220</b>	<b>141,530</b>	<b>690</b>
Income	(750)	0	(750)	(750)	0
Salaries	96,230	740	96,970	96,280	690
Expenditure	46,000	0	46,000	46,000	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
<b>Premises</b>	<b>300,040</b>	<b>0</b>	<b>300,040</b>	<b>300,040</b>	<b>0</b>
Income	(2,500)	0	(2,500)	(2,500)	0
Expenditure	302,540	0	302,540	302,540	0
<b>Delivery Management and Administration</b>	<b>161,320</b>	<b>(1,520)</b>	<b>159,800</b>	<b>158,510</b>	<b>1,290</b>
Salaries	159,320	(1,520)	157,800	156,510	1,290
Expenditure	2,000	0	2,000	2,000	0

**Table 3**  
Resources

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
<b>Total Resources</b>	<b>2,316,240</b>	<b>1,427,584</b>	<b>3,743,824</b>	<b>3,692,218</b>	<b>51,606</b>
<b>Strategy and Projects Salaries</b>	212,129	11,988	224,117	222,911	1,206
Income	(115,513)	(223,813)	(339,326)	(339,326)	0
Salaries	277,300	0	277,300	275,600	1,700
Expenditure	50,342	235,801	286,143	286,637	-494
<b>Biodiversity Strategy</b>	<b>8,520</b>	<b>0</b>	<b>8,520</b>	<b>8,520</b>	<b>0</b>
Expenditure	8,520	0	8,520	8,520	0
<b>Human Resources</b>	<b>178,720</b>	<b>1,500</b>	<b>180,220</b>	<b>179,350</b>	<b>870</b>
Salaries	112,720	0	112,720	111,850	870
Expenditure	66,000	1,500	67,500	67,500	0
<b>Finance and Insurance</b>	<b>665,710</b>	<b>24,970</b>	<b>690,680</b>	<b>681,400</b>	<b>9,280</b>
Income	0	0	0	0	0
Salaries	345,050	4,970	350,020	340,740	9,280
Expenditure	320,660	20,000	340,660	340,660	0
<b>Asset Management</b>	<b>118,740</b>	<b>0</b>	<b>118,740</b>	<b>118,340</b>	<b>400</b>
Income	(26,300)	0	(26,300)	(26,300)	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Salaries	51,240	0	51,240	50,840	400
Expenditure	93,800	0	93,800	93,800	0
<b>Collection of Tolls</b>	236,570	40	236,610	232,780	3,830
Salaries	224,070	40	224,110	220,280	3,830
Expenditure	12,500	0	12,500	12,500	0
<b>ICT</b>	538,591	0	538,591	536,551	2,040
Salaries	261,150	0	261,150	259,110	2,040
Expenditure	277,441	0	277,441	277,441	0
<b>Resources Management and Administration</b>	142,210	0	142,210	108,680	33,530
Salaries	140,710	0	140,710	107,180	33,530
Expenditure	1,500	0	1,500	1,500	0
<b>Volunteers</b>	70,050	0	70,050	69,600	450
Salaries	56,550	0	56,550	56,100	450
Expenditure	13,500	0	13,500	13,500	0
<b>Premises - Head Office</b>	<b>145,000</b>	<b>4,028</b>	<b>149,028</b>	<b>149,028</b>	<b>0</b>
Expenditure	145,000	4,028	149,028	149,028	0

**Table 4**  
Chief Executive

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
<b>Total Chief Executive</b>	<b>1,209,780</b>	<b>15,280</b>	<b>1,225,060</b>	<b>1,164,670</b>	<b>60,390</b>
<b>Legal</b>	95,000	0	95,000	95,000	0
Income	(5,000)	0	(5,000)	(5,000)	0
Salaries	0	0	0	0	0
Expenditure	100,000	0	100,000	100,000	0
<b>Governance</b>	<b>212,080</b>	<b>(7,150)</b>	<b>204,930</b>	<b>203,730</b>	<b>1,200</b>
Income	0	0	0	0	0
Salaries	160,580	(7,150)	153,430	152,230	1,200
Expenditure	51,500	0	51,500	51,500	0
<b>Chief Executive</b>	<b>139,990</b>	<b>30,000</b>	<b>169,990</b>	<b>168,920</b>	<b>1,070</b>
Salaries	139,490	0	139,490	138,420	1,070
Expenditure	500	30,000	30,500	30,500	0
<b>Communications</b>	<b>397,180</b>	<b>3,780</b>	<b>400,960</b>	<b>346,340</b>	<b>54,620</b>
Income	(250)	0	(250)	(250)	0
Salaries	325,130	3,780	328,910	274,290	54,620
Expenditure	72,300	0	72,300	72,300	0

<b>Row labels</b>	<b>Original budget (Consolidated) £</b>	<b>Budget adjustments (Consolidated) £</b>	<b>Latest available budget (Consolidated) £</b>	<b>Forecast outturn (Consolidated) £</b>	<b>Forecast Outturn Variance (Consolidated) £</b>
<b>Visitor Centres and Yacht Stations</b>	<b>365,530</b>	<b>(11,350)</b>	<b>354,180</b>	<b>350,680</b>	<b>3,500</b>
Income	(261,000)	(73,800)	(334,800)	(334,800)	0
Salaries	499,210	(2,550)	496,660	493,160	3,500
Expenditure	127,320	65,000	192,320	192,320	0

**Table 5**

Projects and Corporate items

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
<b>Total Projects and Corporate Items</b>	<b>8,400</b>	<b>0</b>	<b>8,400</b>	<b>57,517</b>	<b>-49,117</b>
<b>Partnerships / HLF</b>	0	0	0	0	0
<b>Corporate Items</b>	8,400	0	8,400	57,517	-49,117
Expenditure	8,400	0	8,400	57,517	-49,117

**Table 6**

Contributions from earmarked reserves

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
<b>Total Contributions from Earmarked Reserves</b>	<b>(750,043)</b>	<b>(274,795)</b>	<b>(1,024,838)</b>	<b>(991,804)</b>	<b>-33,034</b>
<b>Earmarked Reserves</b>					
Expenditure	(750,043)	(274,795)	(1,024,838)	(991,804)	-33,034

**Table 7**

Net (Surplus) / Deficit

<b>Row labels</b>	<b>Original Budget (Consolidated) £</b>	<b>Budget Adjustments (Consolidated) £</b>	<b>Latest Available Budget (Consolidated) £</b>	<b>Forecast Outturn (Consolidated) £</b>	<b>Forecast Outturn Variance (Consolidated) £</b>
<b>Grand Total</b>	<b>(8,166,878)</b>	<b>(1,217,000)</b>	<b>(9,383,878)</b>	<b>(9,342,674)</b>	<b>-41,204</b>

# Risk, Audit and Governance Committee

25 November 2025

Agenda item number 10

## Internal Audit Plan 2025/26 - Update

Report by Head of Internal Audit

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### Summary

The Committee receives the Internal Audit Plan for review and approval. This report forms part of the overall reporting requirements to assist the Authority in discharging its responsibilities in relation to the internal audit activity.

### Recommendation

The Committee is requested to approve the updated Internal Audit Plan 2025/26.

---

## 1. Introduction

- 1.1. An Internal Audit Plan for 2025/26 has been established with senior management following discussion at the last Risk, Audit and Governance Committee meeting and is shown within the report.
- 1.2. The budget for internal audits remains the same for 2025/26 and three audits have been identified filling the days available. These audits focus on providing assurance against corporate risks and / or strategic priorities.
- 1.3. The updated Internal Audit Plan (Appendix 1 below) supersedes Appendix 2 of the [Internal Audit Strategic and Annual Plans 2025/26](#) reported to the Risk, Audit and Governance Committee on 23 July 2025.

Author: Teresa Sharman

Date of report: 10 November 2025

[Broads Plan](#) strategic objectives: All

Appendix 1 – [Updated Internal Audit Plan 2025/26](#)

EASTERN INTERNAL AUDIT SERVICES



**BROADS AUTHORITY**

**Updated Internal Audit Plan 2025/26**

**Head of Internal Audit: Teresa Sharman**

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Appendix 1 – Updated Internal Audit Plan 2025/26 ..... 2

# Executive Summary

## Introduction

### Background

Annually the Head of Internal Audit is required to provide an annual opinion on the Authority's framework of governance, risk management and control, to those charged with governance to support the Authority's Annual Governance Statement (AGS).

To achieve this, a risk-based internal audit plan is developed, and audits are carried out.

### Review, revise and changes to the Plan

'The chief audit executive must review and revise the Internal Audit Plan as necessary and communicate timely to the board (Audit Committee) and senior management: -

- The impact of any resource limitations on Internal Audit coverage.
- The rationale for not including an assurance engagement in a high-risk area of activity in the Plan.
- Conflicting demands for services between major stakeholders, such as high-priority requests based on emerging risks and requests to replace planned assurance engagements with advisory engagements.
- Limitations on scope or restrictions on access to information.'

'The chief audit executive must discuss the internal audit plan, including significant interim changes with the board (Audit Committee) and senior management. The plan and significant changes to the plan must be approved by the board (Audit Committee).'

As a result of discussion at the last Audit Committee meeting, the Head of Internal Audit met with the management team and discussed what further audits would be beneficial to the Authority. In terms of statutory functions, most of the remaining days were allocated to a planning and enforcement audit. It was considered appropriate to complete this audit considering reduced staffing levels in this area and the requirement to meet statutory responsibilities and deliver an effective service. A small number of days were also allocated to risk management and governance to enable an annual opinion to be provided in these areas.

Appendix A below shows the full Internal Audit Plan 2025/26 in detail.

## Appendix 1 – Updated Internal Audit Plan 2025/26

Audit Area	No. of Days	Qtr	Strategic Priority / Corporate Risk	Rationale for Audit	Overarching Assurance
Toll System and Income Collection	12	2	<b>CORP RISK:</b> - Uncertainty about National Park and/or Navigation funding, as any reduction would affect our ability to deliver our duties. Loss of toll income due to changes to/ impacts on local tourism industry. (9)	Updated toll system implemented and with decreased grant funding, the importance of receiving all toll income due has increased.	Assurance that the controls in place to manage the toll system and collect toll income are adequate and effective, ensuring that the Authority receives all income due.
Planning and enforcement	18	3	Broads Plan 2022-27 Theme F: Connecting and inspiring communities - F4 - Provide up-to-date planning policy, site-specific allocations and planning guidance to support local community needs and ensure development happens within environmental limits.	A new system is being considered and there are reduced staffing resources now but we still need to meet statutory responsibilities and deliver an effective service.	Assurance that the Broads Authority as a Local Planning Authority is meeting its specific responsibilities regarding planning permissions and enforcement under the Town and Country Act 1900 and related legislation
Risk management and Governance	6	4	N/A	Assurance required for annual opinion.	Risk Mgmt. - Assurance that significant corporate risks are being identified and managed. Governance - TBC

# Risk, Audit and Governance Committee

25 November 2025

Agenda item number 11

## Implementation of internal audit recommendations - Summary of progress

Report by Senior Accountant

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### Summary

This report gives a summary of progress in implementing Internal Audit recommendations arising out of audits carried out during 2023/24 and 2024/25.

### Recommendation

To note the report.

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## 1. Introduction

- 1.1. This report gives an update on implementing the Authority's Internal Audit report recommendations, focusing on outstanding recommendations and timescales to complete outstanding work.
- 1.2. Appendices 1 and 2 give details of the audits carried out in 2023/24 and 2024/25, in particular:
  - Recommendations not yet implemented;
  - Recommendations implemented since the last meeting; and
  - New recommendations since the last meeting.

## 2. Summary of Progress

- 2.1. The actions on the Port Marine Safety Code – November 2023 have been updated to 31 March 2026 in Table 1. The compliance window is expected to be opened by the Marine and Coastguard Agency (MCA) between January – March 2026. In light of recent changes to the Port, Marine & Facility Safety Code (PMFSC) additional efforts are underway to refine the formatting of the Broads Authority Safety Management System (SMS).

- 2.2. There are no further updates to the actions on the Corporate Governance and Risk Management from February 2024 (table 2) as the Code of Conduct will be updated in December 2025.
- 2.3. The recommendations 1-8 on the Cyber Security Maturity Assessment from March 2025 have been implemented in September 2025. Actions on the recommendation 9 have been updated to 31 December 2025 in Table 3.

### 3. Internal Audit Programme 2025/26

- 3.1. Since this report to the Committee in July 2025, the first audit agreed by members, for the Tolls System and income collection, started in October 2025 and is expected to last until December 2025. The purpose of of this audit is to seek assurance that the controls in place to manage the toll system and collect toll income are adequate and effective, ensuring that the Authority receives all income due. The results from this audit will be reported to the next meeting in February 2026.
- 3.2. At the last meeting members agreed for the plan for 2025/26 to be amended. Please see agenda item 10 for other proposed audits.

Author: Izabela Foley

Date of report: 06 November 2025

[Broads Plan](#) strategic objectives: All

Appendix 1 – [Summary of actions and responses to Internal Audit 2023/24](#)

Appendix 2 – [Summary of actions and responses to Internal Audit 2024/25](#)

## Appendix 1 – Summary of actions and responses to Internal Audit 2023/24

**Table 1**

Port Marine Safety Code – November 2023

Recommendations	Priority Rating	Responsible Officer(s)	BA Response/action	Timetable
<p><b>4. Review and Audit</b> Action to be taken to ensure that an appropriate compliance statement is made by the Duty Holder when this is next required by the MCA (likely to be in March 2024). This includes ensuring that appropriate reporting mechanisms are in place in line with the recommendations above, to enable the Duty Holder to make such a statement.</p>	Important	Head of Safety Management	<p>We will contact the MCA and discuss the compliance report, the timing and format to ensure we are consistent with other PMSC duty holders.</p> <p>Update: The MCA still needs to open the window to allow compliance to be reported. RR registered with the MCA, and when the reporting window opens, will be notified and able to document the Authority's compliance with the code.</p> <p>The DfT said the new edition PMSC sits with the Minister and awaits Ministerial sign-off and is expected to be published during February or early March. The code will be renamed as the Port and Marine Facilities Safety Code to emphasise the inclusion of non-statutory harbour authority facilities into the code requirements.</p> <p>The MCA detailed the updates to the Guide to Good Practice which they suggested will align better with the structure of the revised Code and said this should be published alongside the Code. However, in terms of</p>	<p>By 31/01/2026 Updated to 31/03/2026</p>

Recommendations	Priority Rating	Responsible Officer(s)	BA Response/action	Timetable
			<p>the Duty Holder and Designated Person the key principles of the Code will remain as they currently are now.</p> <p>It is anticipated that the 2025 PMSC Compliance Exercise will be launched six months after the publication of the Code so that ports and their Duty Holder shall have time to consider the new edition Code and associated GtGP and any changes that maybe necessary to make to enhance code compliance</p> <p>Update Jul 2025: The PMSC (a Government guidance standard) has been reviewed by the Government and amended.</p> <p>The new guidance, “Port Marine &amp; Facility, Safety Code”, came into effect in April 2025. The MCA has agreed to open its compliance window in January 2026, meaning the Authority will review the new standard, apply any changes following the Government review, take these changes through the committee structures (BSMG, Navigation Committee &amp; Broads Authority) and report our compliance, as per the audit recommendation at the open window in Jan 2026.</p>	

Recommendations	Priority Rating	Responsible Officer(s)	BA Response/action	Timetable
			<p>This open window (Jan 2026) will have been the first opportunity since the PMSC Audit, for the Authority to register our PMSC plan as compliant.</p> <p>Update Nov 2025: The following window to meet compliance of the Broads Authority Safety Management System (SMS) will be opened by the MCA in January-March 2026.</p> <p>External auditors have audited the Authority's SMS, and although it is compliant, its formatting differs from that of other SMSs. This is because the Government changed the PMSC to the Port, Marine &amp; Facility Safety Code (PMFSC) and added a new set of 10 headings. We are using a marine specialist to compile our SMS into a compliant format and hope to meet the new MCA compliance deadline (Jan- Mar 2026)</p>	

**Table 2**

Corporate Governance and Risk Management – February 2024

Recommendations	Priority Rating	Responsible Officer(s)	BA Response/action	Timetable
<p><b>1. The Local Government Act 1972</b> Add expectations for attendance and consequences for non-attendance to the Members' Code of Conduct.</p>	Needs Attention	Head of Governance	<p>This will be reviewed as part of the next members code of conduct update. The next review is due within the next 12 months. Governance will continue to monitor absence and notify members where they maybe in risk of breaching the 6-month rule. It will continue to be highlighted to new members via the terms and conditions.</p> <p>Update: The Code of Conduct is being reviewed by the Standards Committee on 20 February 2025. As part of the review, SGO consulted the Authority's Monitoring Officer, and his view is that it would not be appropriate to include this in the Code of Conduct. His recommendation is that we include in the Members' Handbook.</p> <p>SGO confirms that the Broads Authority do monitor attendances, advise members as necessary and the requirement is included in members' appointment letters.</p> <p>Update Jul 2025: Added to the members handbook. Consequently, to be updated in the Code of Conduct at the end of 2025.</p>	By <b>31/12/2025</b>

## Appendix 2 – Summary of actions and responses to Internal Audit 2024/25

**Table 3**

Cyber Security Maturity Assessment – March 2025

Recommendations	Priority Rating	Responsible Officer(s)	BA Response/action	Timetable
<b>1. Engagement and Training</b> A policy must be in place requiring all staff to receive cyber security and information security training.	Needs Attention	Head of IT	A single IT security policy is now in place	Completed 30/09/2025
<b>2. Asset Management</b> A policy must be in place to require digital assets to be inventoried and accounted for centrally.	Needs Attention	Head of IT	A single IT security policy is now in place	Completed 30/09/2025
<b>3. Architecture and Configuration</b> An IT Security and Network Security policy must be in place.	Needs Attention	Senior ICT Support Officer	A single IT security policy is now in place	Completed 30/09/2025
<b>4. Vulnerability Management</b> A policy must be in place to cover patching and updates of digital assets.	Needs Attention	Senior ICT Support Officer	A single IT security policy is now in place	Completed 30/09/2025
<b>5. Identity and Access Management</b> A policy must be in place to cover user authentication and access controls	Needs Attention	Senior ICT Support Officer	A single IT security policy is now in place	Completed 30/09/2025
<b>6. Data Security</b> A policy/plan must be in place to cover backup and recovery of data.	Needs Attention	Senior ICT Support Officer	A single IT security policy is now in place	Completed 30/09/2025
<b>7. Logging and Monitoring</b> A policy must be in place to cover the organisation's security logging and monitoring requirements	Needs Attention	Senior ICT Support Officer	A single IT security policy is now in place	Completed 30/09/2025

Recommendations	Priority Rating	Responsible Officer(s)	BA Response/action	Timetable
<p><b>8. Supply Chain Security</b> Regular assurance must be obtained from third parties to provide confidence in supplier's security measures and controls.</p>	Important	Senior ICT Support Officer	A single IT security policy is now in place	Completed 30/09/2025
<p><b>9. Supply Chain Security</b> IT suppliers must be reviewed periodically to ensure that they are meeting contractual security obligations and key performance targets.</p>	Important	Senior ICT Support Officer	<p>Policy will be put in place as recommended</p> <p>Update: This is ongoing. We are working with Cyber GSeC (Government Security Centre for Cyber) and a SoW (statement of works) has been agreed. Cyber GSeC will provide the following deliverables during the lifetime of the engagement:</p> <ul style="list-style-type: none"> <li>• Review the current state: A review of existing due diligence checks and level of maturity.</li> <li>• Advice and guidance: where to find valuable sources of information regarding good practice for supply chain risk</li> <li>• Creation of standard process: advice and guidance with regards developing appropriate checks of suppliers for example, pre-procurement questions, security requirements and schedules, annual compliance checks.</li> <li>• Record keeping advice and guidance with regards to supplier registers and record keeping, to ensure suppliers are tracked and engaged at appropriate times.</li> </ul>	By 30/09/2025 Updated to 31/12/2025

# Risk, Audit and Governance Committee

25 November 2025

Agenda item number 12

## Corporate Risk Register

Report by Head of Governance

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### Summary

The Broads Authority's Risk Register is presented for the Authorities information.

### Recommendation

To note the updated Corporate Risk Register (Appendix 1).

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## 1. Introduction

- 1.1. The Risk, Audit and Governance Committee's responsibilities for risk are set out in its Terms of Reference.
- 1.2. The Corporate Risk Register (CRR) sets out the "across the board" risks that could threaten the Authority's core business and the way it operates. Below this are Directorate Risk Registers (DRR) which are managed by each Director and identify risk that could threaten day to day operational activities. Where a new risk identified within a directorate has a revised risk score above 16 (high risk) it is automatically referred to the CRR for monitoring by Management Team and this committee. If new mitigation measures are implemented which reduce the risk's score to below 16 (moderate to low risk), the risk is removed from the CRR but retained on the DRR.
- 1.3. The Risk Management Policy sets out the rules and standards for managing strategic and operational risk and guides staff in assessing, monitoring and managing risk.
- 1.4. The Management Team (MT) has overall responsibility for the risk registers and policy, and risk owners are responsible for reviewing and updating their individual risk. Every risk is reviewed regularly or when there is a significant change in circumstances.
- 1.5. As requested at the meeting on 21 September 2021, the Corporate Risk Register is presented at every Risk, Audit and Governance Committee meeting.
- 1.6. At the 23 July 2025 Risk, Audit and Governance Committee meeting, it was recorded in the draft minutes, members requested that the Management Team consider the potential impact of the:
  - a. Chief Executive's departure on key project partnerships,

- b. Devolution and Local Government Reorganisation,
  - c. Cunliffe Report into the UK's Water Sector, and
  - d. Corry Review into the regulatory landscape.
- 1.7. The Management Team reviewed the CRR on 28 October 2025 and made the following changes which are reflected in track changes in [Appendix 1: Broads Authority Corporate Risk Register](#):

1.8. New Risks

*Risk 9 – Devolution and Local Government Reorganisation*

1.9. Updated Risks

*Risk 2 – Harmful actions undermining public confidence in Broads Authority*

*Risk 4 – Failure to meet statutory purposes or requirements of other relevant legislation*

*Risk 7 – A Cyber security event or a loss of service*

*Risk 8 – A breach in data security or data protection*

1.10. Reduced Risks

The following risks no longer meet the risk threshold of 16 (high risk) and have been moved back to their respective DRR for monitoring:

- a) *Assets* – This has been moved due to the Mutford Lock repairs in March 2025, the planned drone monitoring and the continued monitoring at a directorate level. The risk score is now moderate.
  - b) *Large scale public health crisis* – This has been moved due to the National Health Service (NHS) and Health & Safety Executive (HSE) guidance that now treats Covid in the same way as other seasonal viruses. The risk score is now moderate.
  - c) *Disruption to key project partnerships* – This has been moved due to the Chief Executive providing a sufficient hand over as update in *Risk 1 Loss of Key Staff*. The risk score is now low.
- 1.11. While *Risk 4 – Failure to meet statutory purposes or requirements of other relevant legislation* has an initial risk score of 15, the Management Team decided not to move this due to the addition of the Cunliffe Report and Corry Review which warrants further monitoring.

## 2. Financial implications

- 2.1. The content of the CRR was reviewed by Management Team, following a review of the DRRs, and the updated register is at Appendix 1.
- 2.2. Changes to the register are made using tracked changes.

2.3. Any changes to the risk scores are identified with the relevant arrow, e.g. ↓↑.

### 3. Conclusion

- 3.1. A new risk has been added to the Corporate Risk Register to actively monitor and track the Devolution and Local Government.
- 3.2. Since the last meeting in July 2025, proactive measures have been taken to further mitigate Risks 2, 4, 7, and 8, alongside the transfer of three risks to the respective Directorate Risk Registers for ongoing monitoring.

Author: Head of Governance

Date of report: 30 October 2025

Background papers: none

[Broads Plan](#) strategic objectives: All objectives are considered in the Risk Register. Appendix 1 – [Corporate Risk Register \(November 2025\)](#)

# Broads Authority Corporate Risk Register

(Updated ~~June~~ November 2025)

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## Explanatory Notes

**Risk name:** risk that may affect the Broads Authority

**Risk description:** impact on delivery of BA objectives, service delivery, reputation

**Primary impact areas:** people, assets, finance, performance, reputation

**Risk owner:** ultimately responsible for risk

**Workplan ref.** the relevant item in the directorate workplan contained within the current [Annual Business Plan](#)

**Risk scores:** Likelihood x Severity (likelihood and severity are within range of 1-5)

### Risk score matrix

Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
			1	2	3	4
Severity						

### Likelihood definitions

Rating	Definition	Value
Highly likely	The event is expected to occur	5
Probable	The event will probably occur	4
Possible	The event may occur at some time	3
Unlikely	The event is not expected to occur in normal circumstances	2
Rare	The event may occur only in exceptional circumstances	1

### Severity definitions

Schedule	Cost	Performance and quality	Value
<2 weeks delay	<1% of budget	Cosmetic impact only	1 Insignificant
2 weeks to 1 month's delay	1%-<2%	Some minor elements of objectives affected	2 Minor
1 month to <2 months delay	2%-<8%	Significant areas of some objectives affected	3 Moderate
2 months to <4 months delay	8%-<12%	Wide area impact on some objectives	4 Major
>4 months delay	>12% of budget	Significant failure resulting in the project not meeting its objectives	5 Extreme

**Arrows** (↓↑) indicate the direction of travel in the score since last review

**Tasks to mitigate risk:** controls/safeguards/precautions to date; noting any other factors that may influence the risk

**Additional actions required:** what we plan to do within the next 12 months

## Risk 1      Loss of key staff

**Risk description:**      Loss of working knowledge, expertise and/or close partnership associations due to key staff leaving Authority or being unavailable for long periods.

**Primary impact areas:**      People, performance

**Risk owner:**      Chief Executive

**Date first entered on register**      19/08/2019

**Workplan ref:**      FD4; FD9; OD3; OD6; OD11; OD13; OD18; SD1; SD2; SD3; SD4; SD15; SD16; SD17; SD18; SD20; SD22; SD23; SD24; SD27

<b>Initial likelihood</b>	4	<b>Initial severity</b>	4	<b>Initial risk score</b>	16
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**Tasks to mitigate risk:**      Resilience plan in place for handover period when key staff leave Authority or are unavailable for significant periods. HR policies and procedures in place to monitor absence and to support staff retention. Electronic data storage under review to allow access to any officer's files. Business Continuity Plan in place with systems back up. Plan reviewed annually (or following significant incident). Remote server enables office-based staff to work from home if required (e.g. period of quarantine).

<b>Revised likelihood</b>	4	<b>Revised severity</b>	3	<b>Revised risk score</b>	12
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**Additional actions required:**      Implement MS Teams to share data across Authority more effectively.  
 Monitor the implementation of hybrid working which was introduced to increase flexible working options.  
 Annual review of Directorate resilience plans.  
 Business Continuity Plan is reviewed annually.  
[Successful recruitment and hand over of a new CEO.](#)

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## Risk 2 Harmful actions undermining public confidence in Broads Authority

**Risk description:** Reputational damage caused by comments or actions by Authority members or officers, with consequent harm to relationships with stakeholders and/or undermining of public confidence in Authority.

**Primary impact areas:** Reputation

**Risk owner:** Chief Executive

**Date first entered on register** 19/08/2019

**Workplan ref:** FD1; FD2; FD3; OD11; OD12; OD13; OD15; OD16; SD8; SD13; SD14; SD15; SD16; SD18; SD19; SD27; SD29

<b>Initial likelihood</b>	4	<b>Initial severity</b>	4	<b>Initial risk score</b>	16
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**Tasks to mitigate risk:** [Additional Chair Briefing Notes will be included in November to remind members before each meeting of their responsibility to follow the code of conduct, in particularly the principles of fairness and respect towards others.](#)  
[Code of Conduct Training offered to all member in September 2025.](#)  
[An email was issued from the BA Chair Reminding Members of their Code of Conduct Responsibilities in September 2025.](#)

Code of Conduct for Members (updated March 2025) in place containing Nolan Principles of Conduct, and training given to all Members.  
 Code of Practice for Members of the Planning Committee and officers (July 2023).  
 Code of Conduct for Officers included with HR policies.  
 Director and Senior Governance Officer trained in Data Protection and GDPR; staff have specific data protection training, refreshed annually.  
 Protocol on Member and Officer Relations in place (updated 2021).  
 Scheme of Powers Delegated to CEO and other authorised officers (updated Sept 2023).  
 Proactive communication policies relating to local and social media in place.  
 Monitoring Officer and Deputy Monitoring Officer in place (service agreement with Wilkin Chapman LLP), with specialisms in Local Authority governance and Code of Conduct issues.  
 Monitoring Officer Protocol adopted by the Authority in September 2023.  
 In January 2023, Members received findings and recommendations of an independent investigation into a formal complaint about a planning matter. All the recommendations from the VWV report have been implemented. Of particular significance is amending the ToR for the Risk, Audit & Governance Committee and establishing a Standards Committee.  
 Revised Standing Orders adopted by the BA in Nov. 2024 for implementation wef 1 Jan. 2025

<b>Revised likelihood</b>	3	<b>Revised severity</b>	2	<b>Revised risk score</b>	6
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**Additional actions required:**

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### Risk 3 — Assets

**Risk description:** Damage to, loss of or malfunction to key assets, impacting on BA operations/ duties and public access or services (e.g. navigation, moorings, Mutford Lock, rail bridges, Port of Norwich).

**Primary impact areas:** loss of physical assets

**Risk owner:** Director of Operations Delivery

**Date first entered on register** 19/08/2019

**Workplan ref:** FD7; OD1; OD7; OD8; OD9; OD14; OD17; SD21

<b>Initial likelihood</b>	3	<b>Initial severity</b>	4	<b>Initial risk score</b>	12
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**Tasks to mitigate risk:** Asset Management Strategy in place. Integrated Access Strategy and Moorings Strategy in place (Adopted by the Authority March 2024)).  
 Rail bridges: Legal undertaking in place with Network Rail regarding bridge operations. BA in contact with key Network Rail Officers to respond to bridge issues. Insurance in place for equipment and buildings over £250—cover includes business interruption for Yare House and Dockyard.  
 Integrated Access Strategy reviewed and adopted in March 2024.  
 Landowner negotiations processes in place.  
 Programmed inspection regime in place and regular maintenance carried out.

<b>Revised likelihood</b>	3	<b>Revised severity</b>	2	<b>Revised risk score</b>	6
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**Additional actions required:** Review of contributions to reserves to ensure they remain appropriate for future purchases and repairs.  
 Property consultants to review repair and maintenance liability every 10 years, next scheduled for 2026/27.

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## Risk 34

### Reduction in income and increase in costs

**Risk description:**

Uncertainty about National Park and/or Navigation funding, as any reduction would affect our ability to deliver our duties, e.g.

- Awaiting NPG funding confirmation from Defra
- Loss of toll income due to changes to/ impacts on local tourism industry)
- Loss of money as a result of fraud incident against the BA, including cybercrime

**Primary impact areas:** Finance

**Risk owner:** Director of Resources

**Date first entered on register** 19/08/2019

**Workplan ref:** FD5; FD6; FD8; FD10; SD28

<b>Initial likelihood</b>	4	<b>Initial severity</b>	5	<b>Initial risk score</b>	20
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**Tasks to mitigate risk:** Regular contact with Government (DEFRA) regarding Comprehensive Spending Review.  
Consideration of external funding opportunities to plug any gaps.  
Regular input to Government consultations.  
Prudent budgeting for Navigation and National Park expenditure. Reserves in place to mitigate against sudden drop in income.  
Significant blocks of work delivered through external funds won by Authority.  
Annual training in cybercrime [and Counter Fraud, Bribery and Corruption](#) given to all staff.  
Review of minimum reserves undertaken and reviewed by MT prior to 2023/24 budget setting.  
Energy insights used in budget setting process to determine impact of potential changes in the price cap.  
Change of splits between National Park and Navigation recommended as part of 2023/24 toll and budget setting.  
Finance monthly review of actuals compared to the latest available budget to assist budget holders to take appropriate action.  
Reducing expenditure to reflect reduced/declining income.

<b>Revised likelihood</b>	3	<b>Revised severity</b>	3	<b>Revised risk score</b>	9
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**Additional actions required:** Model expenditure options are being considered based on the new grant settlement and toll increases (Aug 2025<sup>6</sup>).  
Make provision for reduction in tolls income.  
Explore options on income generation.  
Toll/Budget workshop to be held with members Autumn 2025<sup>6</sup>.  
[Training for all staff to be delivered via ELMs on Counter fraud, bribery and corruption annually.](#)

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## Risk 5 — Large scale public health crisis

**Risk description:** Significant public health crisis (e.g. pandemic), where Government imposed measures affect the continuity of the BA's operational services and prevent visitors accessing the Broads for prolonged periods. (Also see risk no.4).

**Primary impact areas:** people; performance

**Risk owner:** Chief Executive

**Date first entered on register** 02/07/2020

**Workplan ref:** FD10; OD2; OD3; OD4; OD5; OD6; OD7

<b>Initial likelihood</b>	3	<b>Initial severity</b>	5	<b>Initial risk score</b>	15
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**Tasks to mitigate risk:** COVID Testing kits are freely available to staff to test and take the appropriate actions if found to be infected with a COVID-19 virus strain.  
 Yare House, TICs and remote offices and facilities risk assessed and WFH measures in place for staff (where role allows). Key services (Safety Management) maintained within executive area.  
 Clear and concise internal and external communications in place.  
 Business continuity/disaster recovery plan and incident reporting system in place and reviewed regularly. Incident response team meet as required to determine appropriate actions, services and measures to respond to crisis.  
 Broads Authority convened to establish emergency powers and delegated powers needed to run the Authority.  
 Communication links in place with relevant Government departments to assess measures, clarify advice and safeguard funding.  
 Key services, budgets and reserves reviewed to safeguard delivery of Broads Plan priorities and externally funded projects.

<b>Revised likelihood</b>	2	<b>Revised severity</b>	4	<b>Revised risk score</b>	8
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**Additional actions required:** Regular monitoring through the Public Sector Leaders Board

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## Risk 46 Failure to meet statutory purposes or requirements of other relevant legislation

**Risk description:** Underperformance in achieving, or conflict between, our statutory purposes resulting in legal issues or adverse impacts on the Broads and stakeholders (e.g. contravening Habitats Directive, loss of navigation access)

**Primary impact areas:** performance

**Risk owner:** Chief Executive

**Date first entered on register** 19/08/2019

**Workplan ref:** FD2; FD4; OD2; OD4; OD7; OD9; OD15; SD5; SD6; SD17

<b>Initial likelihood</b>	3	<b>Initial severity</b>	5	<b>Initial risk score</b>	15
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**Tasks to mitigate risk:** [The Monitoring Officer work programme was presented to the Management Team in October which includes assessing legal compliance, disciplinary action process for statutory officers and member complaint procedures.](#)

Provision of external legal services and Monitoring Officer (MO) in place until ~~November~~[December](#) 2025 when transferred in house.

Monitoring Officer Protocol adopted by the Authority in September 2023.

Constitutional documents in place and regularly reviewed.

Strategic plans (incl. Broads Plan) and Broads Local Plan subject to review and to Sustainability Appraisal/SEA and Habitats Regulations Assessment.

Detailed environmental practices in place, including Environmental Standard Operating Procedures.

Collaborative working in place with key stakeholders to understand and address issues and risks.

Officer level project boards in place with Wildlife Trusts, Natural England and Environment Agency to monitor progress and ensure compliance with statutory regulations.

Scientific research and monitoring ongoing to assess impacts, and mitigation measures developed if potential harm identified.

<b>Revised likelihood</b>	2	<b>Revised severity</b>	2	<b>Revised risk score</b>	4
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**Additional actions required:** Monitor annual external legal MO services.

Transfer MO services in house once training completed (~~Nov~~[December](#) 2025)

Continue review of Broads Local Plan.

[Continue to monitor the Cunliffe Report, on the supply of safe drinking water and treatment of wastewater, and any legislation or regulation reform that will directly impact the Broads Authority.](#)

[Continue to monitor the Corry Review, on how to frame and organise regulation so that it efficiently delivers the right outcomes, and any direct changes that will impact the Broads Authority.](#)

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## Risk ~~57~~ Safety-related incidents (operational works) resulting in death or serious injury

**Risk description:** Death or serious injury to officer, volunteer or member of public in relation to the carrying out of operational works.

**Primary impact areas:** People

**Risk owner:** Director of Delivery

**Date first entered on register** 19/08/2019

**Workplan ref:** OD2; OD3; OD4; OD5; OD7; OD8; OD17; SD26

<b>Initial likelihood</b>	5	<b>Initial severity</b>	5	<b>Initial risk score</b>	25
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**Tasks to mitigate risk:** Health and safety policies in place and reviewed regularly by H&S Committee and risk owners.  
H&S Committee monitors and reviews incident reports; risk assessments are reviewed and updated regularly.  
All staff and volunteers trained in key H&S issues; regular toolbox talks given before carrying out tasks.  
Health Screening and Assessments for Noise and hand-arm vibration are provided to the appropriate staff.  
Safety observations system in place to record near misses and learn from incidents that nearly happened. All accidents are investigated; regular audits are used to check control measures.  
Insurance is in place for legal expenses.  
Quarterly reports on H&S monitoring assessed by the Management Team.  
Safety system externally audited to ensure fit for purpose and compliance.  
External review of Hazard logs under the PMSC carried out in 2023, using the Boat Safety Management Group (next scheduled review in 2026).  
The Health, Safety & Wellbeing Policy was reviewed and adopted by the Authority in September 2024.

<b>Revised likelihood</b>	2	<b>Revised severity</b>	5	<b>Revised risk score</b>	10
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**Additional actions required:** Monitor changes in H&S legislation.  
Continuous monitoring of industry best practice and implement changes where required.  
Report on Health & Safety, Audit results from PMSC and internal H&S Audit programme due to Navigation Committee in 2025/2026.

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## Risk 68 Safety-related incidents (boating) resulting in death or serious injury

**Risk description:** Failure to exercise powers as a navigation authority and licencing authority, resulting in death and injury to boat hirers due to poor performance by hire boat operators.

**Primary impact areas:** Reputation

**Risk owner:** Director of Delivery

**Date first entered on register** 18/06/2021

**Workplan ref:** OD10; OD11; OD12; OD13; OD14; OD15; OD16

<b>Initial likelihood</b>	5	<b>Initial severity</b>	5	<b>Initial risk score</b>	25
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**Tasks to mitigate risk:** Safety videos were provided to boat hirers in advance of the holiday.  
Improved safety information provided by Broads Authority webpages.  
Ranger services in place providing advice to waterways users.  
Survey of HBO handover procedures carried out to assess efficacy.  
Broadcaster, pre-visit training videos and other safety information provided to boat hirers.  
Joint training for fast water locations provided by Rangers and safety partners at GYYS. Hire Boat licencing and audit of licensees in place. A program of spot checks and handover observations carried out.  
Boat Safety Scheme and inspections in place.  
Compulsory 3rd party insurance in place for boats.  
Implemented the new Hire Boat Code, which includes the Quality Boatyard Accredited scheme, as well as HB licencing requirements for hirers of paddle craft (introduced in 2022).  
Refresher training for Hire Operator staff on fast tidal waters by Rangers and safety partners delivered in 2024 at GYYS.  
Annual programme of summer spot check of Hire Boat operators.

<b>Revised likelihood</b>	3	<b>Revised severity</b>	5	<b>Revised risk score</b>	15
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**Additional actions required:** Refresher training for Hire Operator staff on fast tidal waters by Rangers and safety Partners to be reviewed in 2025 at GYYS.  
Review of safety incident data from 2025/26 so trends and key areas to review can be determined Spring 2026.

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## Risk 9 — Disruption to key project partnerships

**Risk description:** Failure to deliver Defra and other funded schemes and partnership projects on time, with available resources and within budget, leading to potential financial issues, legal issues, lack of service delivery or adverse publicity.

**Primary impact areas:** Reputation; performance

**Risk owner:** Chief Executive

**Date first entered on register** 19/08/2019

**Workplan ref:** SD1; SD3; SD4; SD5; SD7; SD9; SD10; SD11; SD12; SD21; SD25

<b>Initial likelihood</b>	2	<b>Initial severity</b>	1	<b>Initial risk score</b>	2
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**Tasks to mitigate risk:** Contractual arrangements in place for key partnerships (see Partnerships Register). Projects risk register maintained for Fibreboards projects. Regular project progress reported to Broads Authority. Proactive role maintained within formal and informal partnerships at officer and member level. Regular meetings held with funders to discuss progress and highlight issues in timing or delivery.

<b>Revised likelihood</b>	1	<b>Revised severity</b>	1	<b>Revised risk score</b>	1
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**Additional actions required:** Partnerships Register reviewed regularly (next update due in Nov 2025).

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## Risk ~~710~~ A Cyber security event or a loss of service

**Risk description:** Failure by staff to follow IT processes or protocols, resulting in in-built security being bypassed and allowing data loss or data breach.

**Primary impact areas:** performance; reputation

**Risk owner:** Director of Resources

**Date first entered on register** 19/08/2019

**Workplan ref:** FD8

<b>Initial likelihood</b>	4	<b>Initial severity</b>	4	<b>Initial risk score</b>	16
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**Tasks to mitigate risk:** Data/IT systems are secured through firewalls, anti-virus software, password and security policies, online training for staff and HR policy. Microsoft 365 security features implemented.

Cloud back-ups.

Bi-annual internal audit of IT systems and processes carried out, including Cyber Security.

ICT security protocols were reviewed in light of staff working from home to ensure compliance.

ICT protocols on automatic deletion were instigated within Microsoft Office 365 as well and the removal of the autofill email tool to reduce message-sending errors.

Disaster recovery plan outlines potential disaster scenarios and associated recovery procedures.

Patching and upgrade policy.

Regular internal phishing exercises run to identify staff training needs.

<b>Revised likelihood</b>	3	<b>Revised severity</b>	4	<b>Revised risk score</b>	12
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**Additional actions required:** [The Data Protection Officer presented to the Management Team in October the GDPR Compliance work programme. This is to ensure there are standards in place to demonstrate compliance by design and default. The work programme includes establishing a data governance framework, undertaking assessments of our data inventory, mapping, GAP and RADAR analysis, establishing a Privacy Framework, and compliance/monitoring actions.](#)

Review existing policies on a regular basis to ensure they follow most up to date security measures

Ongoing at ach simulation training targeting higher risk roles including user education and awareness

Implement additional security policies – e.g. conditional access / app protection policies to control access via unmanaged or personal devices

Implementation of any actions identified through the cyber security audit.

Migration of on-premise system and data to cloud

Cost/benefit review of network security scanning

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## Risk ~~811~~ A breach in data security or data protection

**Risk description:** Failure by staff to follow GDPR processes or protocols, allowing data breach.

**Primary impact areas:** performance; reputation

**Risk owner:** ~~Director of Operations~~ Chief Executive

**Date first entered on register** 19/08/2019

**Workplan ref:** FD8

<b>Initial likelihood</b>	4	<b>Initial severity</b>	4	<b>Initial risk score</b>	16
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**Tasks to mitigate risk:** [The Data Protection Officer offered Freedom of Information and Data Breach Training to all staff in October.](#)

[A review of the Data Request processes, including FOI and DSAR, was presented by the Data Protection Officer to the Management Team in September. This included the adoption of a new workflow management process and the establishment of internal Service Level Agreements \(SLAs\).](#)

[New Data Protection Officer appointed following the successful completion of the DPO Certification in September.](#)

Certified GDPR Data Protection Officer(s) and GDPR Compliance Plan in place, and data protection training given to all staff.

All new staff to the Authority are inducted on Data Protection and the principles of GDPR.

All new staff are required to complete a Data Security induction with the DPO.

Regular ELMS training in Data Security

<b>Revised likelihood</b>	2	<b>Revised severity</b>	4	<b>Revised risk score</b>	8
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**Additional actions required:** Monitor and review case law and keep up to date with GDPR & data protection information/best practice.

Provide refresher GDPR & Data Protection online training via ELMS to all staff.

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## **Risk 9      Devolution and Local Government Reorganisation**

**Risk description:**      [Failure to engage with a new territorial authority, in particularly with a new Mayor, on environmental, climate change, economic and transport \(including navigation\) which directly impacts service delivery within The Broads.](#)

**Primary impact areas:** [performance; reputation](#)

**Risk owner:**      [Chief Executive](#)

**Date first entered on register**      [28/10/2025](#)

**Workplan ref:**      [GOV4](#)

<a href="#">Initial likelihood</a>	<a href="#">5</a>	<a href="#">Initial severity</a>	<a href="#">4</a>	<a href="#">Initial risk score</a>	<a href="#">20↑</a>
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**Tasks to mitigate risk:**      [The CE continues to engage with CEs at territorial authorities on transitional planning.](#)  
[The Chair continues to engage with respective member bodies on transitional planning.](#)

<a href="#">Revised likelihood</a>	<a href="#">3</a>	<a href="#">Revised severity</a>	<a href="#">3</a>	<a href="#">Revised risk score</a>	<a href="#">9↑</a>
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**Additional actions required:**      [Engage any newly established territorial authority to support strategic planning and transitional work.](#)  
[Arrange a meeting with the newly appointed Mayor to develop a collective view and relationship with the Broads Authority.](#)

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# Risk, Audit and Governance Committee

25 November 2025

Agenda item number 13

## Corporate Partnerships Register

Report by Head of Governance

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### Summary

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

### Recommendation

To note the updated Corporate Partnerships Register (November 2025)

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## 1. Corporate partnerships

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

such as Natural England or the Environment Agency. That said, there are occasions when the relationship with such bodies may constitute a partnership arrangement.

## 2. Partnerships protocol

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

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

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

## 3. Corporate Partnerships Register

3.1. The Register gives details for each partnership including purpose, partners and lead Authority officer, perceived benefits, duration, financial arrangements, tasks and an approximation of the amount of officer time involved in each partnership.

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

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

3.4. Since it was last published, there have been five additions to the register:

- Suffolk and Norfolk Local Visitor Economy Partnership (LVEP)
- Community Rail Norfolk – Bittern and Wherry Lines Community Rail Partnerships

- Fibrebroads PEF+
  - Water Restoration Fund
  - Broads Heritage Partnership: A Vision for the Future
- 3.5. Since it was last published there has been two schemes removed as identified in the register:
- Fibrebroads
  - Norfolk and Suffolk Broads Charitable Trust
- 3.6. The updated Register is at Appendix 1 to this report. The Register is presented to this Risk, Audit & Governance Committee and any feedback will be reported verbally at the Authority meeting.

## 4. Risk implications

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

Author: Rob Thomas

Date of report: 14 November 2025

Appendix 1 – [Corporate Partnerships Register \(November 2025\)](#)

## Appendix 1

### Corporate Partnerships Register

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

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

Table 1

Corporate Partnerships Register (reported to RAGC ~~27/11/24~~25/11/2025 & BA ~~29/11/24~~28/11/2025)

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>ASSOCIATION OF INLAND NAVIGATION AUTHORITIES (AINA)</b></p> <p><b>Purpose:</b> Represents the collective views of navigation authorities to Government, regulators, other policy makers, funders and stakeholders. Provides information, advice and good practice for managing, operating and developing inland waterways for navigation and wider use.</p> <p><b>Partners:</b> 18 partners including the Canal &amp; River Trust, Environment Agency, BA and National Park Authorities, local government authorities, private canal companies, internal drainage boards, public and charitable trusts.</p> <p><b>BA lead officer:</b> Director of Delivery</p>	<p>Gives collective voice greater than sum of constituent members, such as access to senior DEFRA officials and chance to influence policy and regulations.</p>	<p>Ongoing</p>	<p>BA contribution  <a href="#">£3,820 in 2024/25</a>  <a href="#">£3,710 in 2023/24</a></p>	<p>Represent issues for Broads navigation</p> <p>Officer inputs vary, but mainly reading technical papers or sharing information with AINA members</p> <p>A key organisation for the Authority to be involved in.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>BROADLAND CATCHMENT PARTNERSHIP</b></p> <p><b>Purpose:</b> Steers a catchment approach to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.</p> <p><b>Partners:</b> BA, Norfolk Rivers Trust, Environment Agency, Natural England, Water Management Alliance, Anglian Water, Essex &amp; Suffolk Water, NFU, RSPB, Norfolk Farming &amp; Wildlife Advisory Group, NWT, SWT, The Otter Trust, Norfolk County Council, Wensum Farmers, National Trust, WRE, River Waveney Trust, UEA, BAWAG</p> <p><b>BA lead officer: Catchment and Farming Officer</b></p>	<p>Supports catchment-wide project planning and delivery. Partner activities can be co-ordinated to achieve greater impact with collective ability to meet catchment water management challenges.</p>	<p>Ongoing</p>	<p>BA contribution approximately £26k p.a. in officer time</p> <p><del>£15k</del>  <a href="#">£14.25k</a> income from CaBA in agreement with Norfolk Rivers Trust</p>	<p>Coordinate partnership</p> <p>0.5 FTE</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>BROADLAND FUTURES INITIATIVE</b></p> <p><b>Purpose:</b> To develop the future management of flood risk in the Broads area.</p> <p><b>Partners:</b> BA, Environment Agency, Natural England, NFU, RSPB, Norfolk County Council, Suffolk County Council, District Councils, Water Management Alliance, Coastal Partnership East, Wildlife Trusts, National Trust.</p> <p><b>BA lead officer:</b> Director of Delivery</p> <p><b>BA members:</b> Matthew Shardlow (Tony Grayling as reserve) on Elected Members’ Forum</p>	<p>Coordination of partner activities to achieve greater impact, with collective ability to meet flood risk management challenges.</p>	<p>Ongoing</p>	<p>Small financial contribution each year to facilitate meetings.</p>	<p>Chair partnership meetings, provide comms support, review technical information, present at events and provide data and guidance.</p> <p>50 hours p/a</p>
<p><b>BROADS BEAT</b></p> <p><b>Purpose:</b> Dedicated Police presence for the Broads alongside BA patrols to ensure safety and security on the Broads.</p> <p><b>Partners:</b> Norfolk Constabulary (lead partner), BA, Environment Agency</p> <p><b>BA lead officer:</b> Head of Ranger Services</p>	<p>Operational benefits to BA Rangers through practical day-to-day liaison with local Police.</p>	<p>Ongoing</p>	<p>Primarily financed by Norfolk Constabulary. Additional funding discretionary for all other sponsors. BA contribution £2,500 p.a. (2024/25) plus officer time to assist Broads Beat patrols.</p>	<p>Mainly an information and intelligence sharing partnership. Another key organisation to be linked into.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>BROADS BIODIVERSITY PARTNERSHIP</b></p> <p><b>Purpose:</b> To steer nature recovery to source funding, agree targets and deliver practical projects in collaboration. It is an informally constituted partnership.</p> <p><b>Partners:</b> Anglian Water, Buglife, British Dragonfly Society, Broads Authority, Broads Society, Butterfly Conservation, Environment Agency, Essex &amp; Suffolk Water, Freshwater Habitats Trust, Natural England, National Farmers Union, 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.</p> <p><b>BA lead officer:</b> Environment Policy Adviser</p>	<p>Monitors and consults on the Broads Nature Recovery Strategy (BNRS) and its Delivery Plan.</p> <p>Supports nature recovery project planning and delivery. Partner activities can be co-ordinated to achieve greater impact, with collective ability to meet nature recovery challenges</p>	<p>Ongoing</p>	<p>Small financial contribution each year to facilitate meetings. Officer time (chairing meeting, updating BBW Strategy and Action Plan)</p>	<p>Review annual action plan.</p> <p>Hold partnership meetings every 3-4 months.</p> <p>45 hours p/a</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>BROADS TOURISM (Visit the Broads)</b></p> <p><b>Purpose:</b> To develop and promote a high quality and environmentally-friendly tourism industry in the Broads, fulfilling the BA’s second statutory purpose and the duty to foster the economic and social well-being of those who live and work in the Broads.</p> <p><b>Partners:</b> Local tourism businesses and promoters, BA</p> <p><b>BA lead officer:</b> Head of Communications</p>	<p>Supports coordinated approach to working with tourism businesses and promoters to encourage and manage common messages and sustainable tourism in the Broads.</p>	<p><a href="#">10 year agreement concludes March 2026. Future partnership working which places less financial and resource demand on the Authority to be agreed Ongoing</a></p>	<p>BA provides in-kind administrative support to Broads Tourism board, as well as occasionally producing publications and attending shows or other promotional events.</p> <p>Direct financial support of <del>£5,000</del><a href="#">£3,860</a> for VtB marketing activity <a href="#">in 2025</a> which promotes the area.</p> <p>Indirect financial support of £3,000 for additional advertorial pages in Broadcaster.</p>	<p>Provide admin support for meetings and comms support.</p> <p>Attend Board meetings in advisory capacity, manage website and Broads National Park social media accounts, work with DMOs, provide support to promote area to visitors.</p> <p>Estimated 650 hrs per year of officer time.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b><u>Suffolk and Norfolk Local Visitor Economy Partnership (LVEP)</u></b></p> <p><b><u>Purpose:</u></b> Boost the region's visitor economy by improving destination management, accessing national funding and resources from VisitBritain/VisitEngland, and promoting sustainable, year-round tourism</p> <p><b><u>Partners:</u></b> Visit East of England, Local DMO's and Local Authorities</p> <p><b><u>BA lead officer:</u></b> Head of Communications</p>	<p><u>Influence on strategic marketing of Norfolk and Suffolk to visitors</u></p> <p><u>Joint delivery of Suffolk &amp; Norfolk Destination Management Plan 2024-2029</u></p>	<p><u>Ongoing</u></p>	<p><u>None</u></p>	<p><u>Attendance at 4 Board meetings per year and Chair of Visitor Economy Group – approximately 20 hours per year.</u></p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b><u>Community Rail Norfolk – Bittern and Wherry Lines Community Rail Partnerships</u></b></p> <p><b><u>Purpose:</u></b> To embed rail into the heart of local communities by enabling, empowering, and engaging with existing Community Rail Partnerships to help them grow the rail market and make local lines and stations a stronger part of their local communities. Maximise opportunities for third party funding for station improvements especially to deliver wider social, economic, and environmental benefit.</p> <p><b><u>Partners:</u></b> Greater Anglia and the Bittern and Wherry Lines Community Rail Partnerships</p> <p><b><u>BA lead officers:</u></b> Head of Communications / Partnership &amp; External Funding Manager</p>	<p><u>Enable joint promotion of sustainable travel around the National Park.</u></p> <p><u>Access to joint project work and funding opportunities that benefit second purpose activities.</u></p>	<p><u>Ongoing</u></p>	<p><u>No financial commitment to the Authority and occasional opportunities to bid for project funding</u></p>	<p><u>Attendance at Bittern and Wherry Lines partnership meetings and Community Rail Norfolk Board (Vice Chair).</u></p> <p><u>Approximately 36 hours per year.</u></p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>FARMING IN PROTECTED LANDSCAPES</b></p> <p><b>Purpose:</b> The programme, developed by Defra, and delivered locally through the Broads Authority and Norfolk Coast AONB, supports farmers and land managers in carrying out projects that support the natural environment, mitigate the impacts of climate change, provide public access opportunities or support nature-friendly, sustainable farm businesses.</p> <p><b>Partners:</b> Norfolk Coast AONB.</p> <p>The Local Assessment Panel includes representatives of the farming and land-owning community, environmental NGOs, the Broads Authority, the Norfolk Coast Partnership and Natural England.</p> <p><b>BA lead officer:</b> Catchment and Farming Officer</p>	<p>The funding will pay for projects, on one landholding or across a number of holdings, which provide direct benefits to the Broads.</p>	<p>Until March 2025.</p> <p>Funding for FiPL Officer until March 2027</p>	<p>Overall allocation for the Broads varies each year.</p> <p>Land Management Board will act as FiPL grant decision making board with specific Terms of Reference.</p>	<p>Comply with the National Framework.</p> <p>Hold regular Local Assessment Panels.</p> <p>Report monthly to DEFRA.</p> <p><del>1.2</del>1.5x FTE p/a</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>Fibreboards</b></p> <p><b>Purpose:</b> Unlock paludiculture (meaning "the profitable production of wetland crops") as a new opportunity for farmers in the Broads and Norfolk. By targeting peatland farmers and assessing where change is possible, testing novel propagation, wetland crop systems, and developing a business network around the most viable products, we will help farming systems adapt to climate change and sea level rise.</p> <p><b>Partners:</b> BA (lead), Environment Agency, Natural England, Broads Internal Drainage Board, Norfolk Farming &amp; Wildlife Advisory Group, New Energy Farms, Palladium, Norwich University of the Arts (NUA), Hudson Architects, Wetland Products Foundation, Norfolk County Council</p> <p><b>BA lead officer:</b> Environment Policy Adviser</p>	<p>Project is funded by Defra as a priority within the Environment Plan, with strong links to Net Zero and Peatland Action Plan.</p> <p>Funding makes significant difference to BA's ability to work with farmers and land managers to unlock the multiple barriers with our partners around land and water management.</p>	<p>From June 2023 to March 2025</p>	<p>Overall value is £495,000</p>	<p>Comply with the conditions of the grant. Employ Project Officer. Coordinate the partnership, reporting and multiple contracts.</p> <p>1.2x FTE p/a</p>

<p><b><u>Fibrebroads PEF+</u></b></p> <p><b><u>Purpose:</u></b> Builds on the initial Fibrebroads project to unlock paludiculture (meaning "the profitable production of wetland crops") as a new opportunity for farmers in the Broads.</p> <p><b><u>The project will:</u></b> Use spatial mapping to identify and prioritise opportunities for paludiculture based on habitat needs and water demands.</p> <p><u>Further explore the most viable paludiculture products by developing and testing high value acoustic insulation products created from reed fibres.</u></p> <p><u>Assess the feasibility of large-scale reed harvesting in the Broads and foster collaboration among landowners, farmers, and machinery developers.</u></p> <p><u>Inform how farming systems adapt to climate change and sea level rise, whilst enhancing biodiversity and water management.</u></p> <p><b><u>Partners:</u></b> BA (lead), Natural England, Norfolk Farming &amp; Wildlife Advisory Group, ESG Natural Capital (wetland fibre processors), Woolly Shepherd (acoustic designers), Cranfield University, Paul Eldridge (reedcutter).</p> <p><b><u>BA lead officer:</u></b> Paludiculture Officer</p>	<p><u>Project is funded by Defra through the Paludiculture Exploration Fund (PEF) as a priority within the Environment Plan, with strong links to Net Zero and Peatland Action Plan.</u></p> <p><u>Funding makes significant difference to BA's ability to work with farmers and land managers to unlock the multiple barriers with our partners around land and water management.</u></p>	<p><u>From March 2025 to March 2026</u></p>	<p><u>Overall value is £175,280.39</u></p>	<p><u>Comply with the conditions of the grant. Employ Project Officer. Coordinate the partnership, reporting and multiple contracts.</u></p> <p><u>1.2x FTE p/a</u></p>
<p><b>NATIONAL PARKS PARTNERSHIP</b></p>	<p>Brings in additional funding, corporate support</p>	<p>Ongoing</p>	<p>BA contribution is £10,000 in</p>	<p>None</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>Purpose:</b> Limited Liability Partnership (LLP) set up to pursue engagement of the UK National Parks family with the corporate sector.</p> <p><b>Partners:</b> UK National Park Authorities and BA</p> <p><b>BA lead officer:</b> Chief Executive</p>	<p>and a raised profile to the Broads as a member of the National Parks family.</p>		<p><a href="#">2025/26</a> <a href="#">2024/25</a></p>	
<p><b>NATIONAL PARKS UK COMMUNICATIONS TEAM</b></p> <p><del>(Under review as at 6 Dec 2024)</del></p> <p><b>Purpose:</b> National promotion and branding of UK National Parks and BA</p> <p><b>Partners:</b> UK National Park Authorities, National Parks Partnerships, National Parks England and BA</p> <p><b>BA lead officers:</b> Head of Communications</p>	<p>Raises the profile of National Parks with the public through a jointly funded Communications Team, <del>hosted and employed by the Peak District NPA</del></p>	<p>Until 2024/25</p>	<p>Funding from 15 UK National Parks and National Parks Partnerships.</p> <p>BA contribution in <del>2025/26</del><a href="#">2023/24</a> is £8,000.</p>	<p>Participate in ongoing joint communications and marketing activity as required.</p> <p>Attend twice yearly Heads of Comms meetings (1 in-person/1 online)</p> <p>100hrs PA</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><del><b>NORFOLK AND SUFFOLK BROADS CHARITABLE TRUST</b> ('The Broads Trust')</del></p> <p><del><b>Purpose:</b> Fundraising charity to stimulate and support sustainable and high qualities projects in the Broads with clear public and community benefits.</del></p> <p><del><b>Partners:</b> Trustees</del></p> <p><del><b>BA lead officer:</b> Partnership &amp; External Funding Manager</del></p> <p><del><b>BA members:</b> Paul Hayden &amp; Martyn Hooton</del></p>	<p><del>The Trust manages the 'Love the Broads' visitor giving scheme and promotes sustainable improvements to benefit the Broads.</del></p>	<p><del>Ongoing</del></p>	<p><del>Fundraising charity; in kind support from BA officers</del></p>	<p><del>Provide officer support, particularly in respect of bidding for external funding.</del></p> <p><del>40 hours p/a</del></p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>PUBLIC SECTOR CO-OPERATION AGREEMENT (PSCA)</b></p> <p><b>Purpose:</b> To support collaborative procurement and facilitate co-operation on shared objectives related to flood risk management, maintenance, and related activities in which the Broads Authority serves as the delivery partner.</p> <p><b>Partners:</b> Broads Authority, Environment Agency</p> <p><b>BA lead officer:</b> Head of Construction, Maintenance &amp; Ecology</p>	<p>To facilitate joint working on dredging re-use, food defence asset maintenance and other activities, where the standard procurement route through Environment Agency frameworks would be a barrier to effective local working with the Authority.</p> <p>The Authority is able to invoice for certain works that would otherwise be solely funded from revenue budgets.</p>	<p>Start: June 2024</p> <p>Ends: June 2029 (subject to review)</p>	<p>Invoices raised for individual tasks. Rates updated annually.</p>	<p>Annual rates for Authority plant, equipment and staff time are provided to the EA. Agreement programme of work is set annually.</p> <p>Approx. 5 hours p.a on PSCA. Additional staff time on individual tasks is variable but this time is all integrated into operational work programme priorities.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>RIVER WENSUM STRATEGY PARTNERSHIP</b></p> <p><b>Purpose:</b> To promote the regeneration and management of the River Wensum in Norwich</p> <p><b>Partners:</b> Norwich City Council, Norfolk County Council, Environment Agency, Norwich HEART, Norwich Society, BA</p> <p><b>BA lead officer:</b> Delivery Board attended by Waterways &amp; Recreation Officer.</p>	<p>Coordinated management of River Wensum. Opens up opportunities for funding and supports partnership working on cross-party issues such as access/mooring improvements and dealing with anti-social behaviour and abandoned vessels.</p>	<p>Strategy adopted by BA in July 2018; all actions assigned to BA completed by 2024.</p>	<p>No further action agreed at meeting. No CIL applications submitted in 2024.</p>	<p>No further actions associated to BA officer.</p>
<p><b>UK NATIONAL PARKS CHARITY FOUNDATION</b></p> <p><b>Purpose:</b> To provide a vehicle for charitable giving by the corporate sector.</p> <p><b>Partners:</b> UK National Park Authorities and BA, though not all have yet committed to membership.</p> <p><b>BA lead officer:</b> Chief Executive</p>	<p>National charity established in response to experience of National Park Partnerships in engaging with the corporate sector, which showed that some companies would like to contribute to National Parks but can only do so to a registered charity.</p>	<p>Ongoing</p>	<p>No assets as yet.</p>	<p>None.</p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b><u>WATER RESTORATION FUND</u></b></p> <p><u>Purpose: To promote understanding of the Broads by engaging the public in volunteering through water quality monitoring, and by promoting understanding of the Broads in a changing climate through virtual environments. It will also help to conserve and enhance the Broads through detecting water quality issues which can be raised with the EA and Anglian Water, as well as producing a strategic plan for monitoring and developing projects across the catchment which will improve the water environment of the catchments which feed into the Broads</u></p> <p><u>Partners: River Waveney Trust, Norwich University of the Arts, and BA</u></p> <p><u>BA lead officer: Head of External Funding</u></p>	<p><u>The RWT already have the skills, knowledge and community connections needed to carry out this work without needing to start build relationships with the community, recruit volunteers and build knowledge. NUA have the technology and equipment to develop virtual environments in a way which requires specialist skills and knowledge.</u></p>	<p><u>Project to run April 2025 to March 2026.</u></p>	<p><u>A grant from the Water Restoration Fund will finance the project. This is a total of £205,376.49 including £54,613.30 of funding for Broads Authority officer costs.</u></p>	<p><u>2.5 days a week of Catchment and Farming Officer's time and 2 days a week of Head of External Funding's time was built into the project proposal. There is flex in this to fund other staff time as needed.</u></p>

Name, purpose, partners and BA representatives	Benefits of partnership to the BA	Duration and type of partnership	Financial arrangements	BA tasks & officer time commitment (approx.)
<p><b>WHITLINGHAM CHARITABLE TRUST</b></p> <p><b>Purpose:</b> To secure the effective management of Whitlingham Country Park including the development of policies and provision of visitor services on site.</p> <p><b>Partners:</b> Arminghall Settlement and Broads Authority</p> <p><b>BA lead officer:</b> The Broads Authority is a member of the WCT, represented by the Chief Executive. The Authority appoints four Trustees to the Board of Trustees.</p>	<p>Whitlingham Country Park is a gateway to the Broads and helps raise the profile of the Broads with the public, particularly people living in Norwich.</p>	<p>Ongoing</p>	<p>There are four members of the Trust which is limited by guarantee. In the event of the Trust being wound up each member agrees to contribute £1.</p>	<p>BA staff administer the appointment of Trustees.</p> <p>Chief Executive attends the AGM representing the Authority</p>
<p><b><u><a href="#">BROADS HERITAGE PARTNERSHIP: A VISION FOR THE FUTURE</a></u></b></p> <p><b><u><a href="#">Purpose:</a></u></b> <u><a href="#">To develop and deliver a bid to the NLHF's Landscape Connections programme.</a></u></p> <p><b><u><a href="#">Partners:</a></u></b> <u><a href="#">Multiple; to be confirmed through partnership agreement as part of funded partnership development work</a></u></p> <p><b><u><a href="#">BA Lead Officer:</a></u></b> <u><a href="#">Head of External Funding</a></u></p>	<p><u><a href="#">Funded partnership development work which brings together new and previous core partners together to collectively develop the new multi-project, multi-partner bid for the NLHF Landscape Connections programme.</a></u></p>	<p><u><a href="#">This project will end in November 2026</a></u></p>	<p><u><a href="#">Funding from the National Lottery Heritage Fund (NLHF) of £129,312</a></u></p>	<p><u><a href="#">BA leads and administers the partnership.</a></u></p> <p><u><a href="#">1 FTE for Partnership Development Officer, 3 days a week for Head of External Funding time.</a></u></p>

## Recently ended partnerships

[Corporate Partnerships that have ended since this register was previously reported.](#)

Table 2

Details of partnership agreement	Benefits to the BA	Details of partnership closure
<p><b><u>Fibrebroads</u></b></p> <p><b><u>Purpose:</u></b> <u>Unlock paludiculture (meaning "the profitable production of wetland crops") as a new opportunity for farmers in the Broads and Norfolk. By targeting peatland farmers and assessing where change is possible, testing novel propagation, wetland crop systems, and developing a business network around the most viable products, we will help farming systems adapt to climate change and sea level rise.</u></p> <p><b><u>Partners:</u></b> <u>BA (lead), Environment Agency, Natural England, Broads Internal Drainage Board, Norfolk Farming &amp; Wildlife Advisory Group, New Energy Farms, Palladium, Norwich University of the Arts (NUA), Hudson Architects, Wetland Products Foundation, Norfolk County Council</u></p> <p><b><u>BA lead officer:</u></b> <u>Environment Policy Adviser</u></p>	<p><u>Project is funded by Defra as a priority within the Environment Plan, with strong links to Net Zero and Peatland Action Plan.</u></p> <p><u>Funding makes significant difference to BA's ability to work with farmers and land managers to unlock the multiple barriers with our partners around land and water management.</u></p>	<p><u>12.03.25 Final Steering Group Meeting and Concluding Event. Attended by core partners plus other organisations who had contributed to the success of the project</u></p> <p><u>14.04.25 Final financial claim plus end of project reporting submitted to Natural England.</u></p> <p><u>12.02.25 External Audit of 23/24 finances completed</u></p> <p><u>External Audit of 24/25 finances - report currently pending.</u></p>

Details of partnership agreement	Benefits to the BA	Details of partnership closure
<p><b><u>NORFOLK AND SUFFOLK BROADS CHARITABLE TRUST</u></b> <b><u>(‘The Broads Trust’)</u></b></p> <p><b><u>Purpose:</u></b> Fundraising charity to stimulate and support sustainable and high qualities projects in the Broads with clear public and community benefits.</p> <p><b><u>Partners:</u></b> Trustees</p> <p><b><u>BA lead officer:</u></b> Partnership &amp; External Funding Manager</p> <p><b><u>BA members:</u></b> Paul Hayden &amp; Martyn Hooton</p>	<p>The Trust manages the <u>‘Love the Broads’ visitor giving scheme and promotes sustainable improvements to benefit the Broads.</u></p>	<p>As reported to the BA 9 May 2025, the Broads Trust is being dissolved and its assets and operations transferred to the Broads Society. The Broads Society is converting to a Charitable Incorporated Organisation (CIO) with limited liability, opening up new partnership opportunities.</p>

Register updated: ~~01/04/2025~~03/10/2025

Next update due: February 2025 – updated with WRF partnership

Presented to RAGC 25/11/2025 & BA 28/11/2025

Contact officer: Head of Governance