

Annual report 2023-24

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Chief Executive: John Packman

Resilience

It's in demand – we, like others, need to increase resilience in the face of many challenges and we need to do it in many ways.

In our small selection of projects included here you'll find that most are concerned with resilience in one way or another, whether it's the Broadland Futures Initiative, relating to climate change and flood protection, or our education programme, which includes working with young people who don't usually have access to nature, people with complex needs and refugees.

While financial constraints are a theme common to many organisations at present, we include two examples of financial resilience. You can read about our new Partnership and External Funding Manager post, which will help us to bring in more investment to deliver additional projects in the Broads. You can also read about our volunteer service, composed of people who give their own time and skills to carry out work for which we do not have the staff capacity.

Whether you know the Broads well or are just discovering the area, we hope you will find this report of interest.

We welcome the continuing 2024 visitor season and the chance for more local people and visitors to enjoy the Broads.

Bill Dickson
Chairman, Broads Authority



Keep in touch

- For details about our projects please go to broads-authority.gov.uk or see our contact details on page 2.
- For regular updates on our work you can read Broads Briefing, our monthly online newsletter. To subscribe, go to [Monthly newsletter \(broads-authority.gov.uk\)](https://broads-authority.gov.uk).

- If you'd like regular news about places to visit and things to do, you can also sign up for our Visit the Broads National Park newsletter by going to VisitTheBroads.co.uk/newsletter.

Get involved

- If you'd like to contribute your ideas, go to [Broads Engage \(broads-authority.gov.uk\)](https://broads-authority.gov.uk).
- If you'd like to find out about volunteering, go to [Volunteering \(broads-authority.gov.uk\)](https://broads-authority.gov.uk).

Conserving and enhancing the Broads environment

Conserving and enhancing the Broads environment, both land and water, forms one part of the Broads Authority's remit. Here's a selection of project news from over the last year highlighting some of our work in these areas.

Flood alert

Winter 2023-24 has underlined the vulnerability of the Broads to flooding, and the many serious difficulties that it brings for people who live here, work here and enjoy the Broads for recreation. Many organisations are involved in managing coastal and inland flood risk, and collaboration is essential to develop future flood risk management. The Broadland Futures Initiative (BFI) is a partnership set up to develop the framework for future flood risk management, and the Broads Authority contributes to this work.

The main goal of the BFI is to agree a strategy plan for future flood risk management that better considers our changing climate and rising sea level over approximately the next 100 years.

In summer 2023 the BFI carried out a public consultation on a 'toolkit' of possible flood risk management actions, which has now been confirmed. The toolkit is available to view on the BFI website, with explanations and examples. The possible combinations of actions are also being assessed.

We know from experience that single actions on their own are unlikely to be sufficient and so actions are often combined for best effect, for example grazing marshes can have both flood embankments and pumps to manage the risk of flooding. The BFI is considering how the actions in the toolkit may be combined in different parts of the Broads. Inspiration for developing the action combinations will come from the agreed

BFI objectives and previous experience. The effectiveness of these action combinations will be assessed using computer-based hydrological models. These models will become available in 2024 and will be useful in testing how good the action combinations are at managing flood risk in a range of climate change and sea level rise scenarios.

Beyond the Broads, the Authority is also a member of an eastern region Marine Partnership for The Wash and North Norfolk. This is part of the Coastal Partnerships Network, which encourages the exchange of information and debate between coastal partnerships and establishes links with others involved in coastal management. It seeks to offer increased opportunities for learning, collaboration and influence, strengthening and supporting coastal partnerships and encouraging stronger representation of the value of their work.

broads-authority.gov.uk/bfi

norfolkcoast.org/about/wnnmp

The future's in the peat

Broads peat is up to 10,000 years old, but the future as well as the past lies in the peat. In wet areas, such as fens, peat forms from compressed dead plants, and peatlands store six times as much carbon as a tropical rainforest, helping to combat the effects of climate change. Draining peatland releases carbon dioxide into the atmosphere.

With funding from government programmes, the Broads Authority has developed several successful projects related to peat over the last few years, working in many partnerships. The most recent project, called FibreBroads, was awarded by Natural England and started in June 2023. It is planned to run until March 2025.

The main project aim is to develop paludiculture (or wetland farming) as a new opportunity for farmers in the Broads and Norfolk. By targeting peat-rich areas and assessing where change is possible, the Authority aims to help farming adapt to climate change and sea level rise.

We are using and testing new growing methods for wetland crops, which could be transformed into sustainable products, such as novel construction materials, and developing business networks around the most viable products.

Our partnership brings together stakeholders within the Broads Rivers Catchment and the Norfolk Fens to develop different elements of paludiculture, including crop cultivation, water management and product development.

The challenges are complex: agronomy (how to produce the crops), financial viability, water management and the permissions needed to achieve this system of agriculture. The project is developing knowledge and networks, connecting growers with construction businesses, and encouraging viable market chains supporting carbon neutrality and nature recovery.

broads-authority.gov.uk/looking-after/projects/fibrebroads

Two further grants, awarded in January 2024, are supporting activities to engage with farmers about water management and storage, with the aim of supplying more reliable water to peaty floodplains in our hotter, drier summers and wetter winters.

To find out more about 'The Story of Peat', from medieval times and into the future, visit the new exhibition at the Museum of the Broads at

Stalham. The exhibition has been funded through Farming in Protected Landscapes (FiPL, see below).

museumofthebroads.org.uk

Buttle Marsh and Hulver Ground

These two places are close to How Hill, the National Nature Reserve owned by the Broads Authority. The Authority purchased Hulver Ground in 2023, with a government grant from the Department for Environment, Food and Rural Affairs. Hulver Ground is opposite Buttle Marsh, which we already own, and the new purchase will enable us to extend our conservation management work in the valley of the River Ant, including preserving habitat for rare species found there, such as the critically endangered crested buckler-fern.

Buttle Marsh (named after one of the local words for the rare fen bird, the bittern) has been managed by the Authority since 2003, however due to a lack of water on the site it has not reached optimal condition. With funding from the government's Nature for Climate Peatland Grant Scheme, we are aiming to complete the restoration. Buttle Marsh will be 'rewetted', meaning more water will be retained on the land, creating conditions that will allow peat to build up.

You can see Buttle Marsh on your left walking from How Hill along the River Ant towards Ludham Bridge. An important requirement of the funding was to offer events for the public to see and understand the project. A series of free walks and boat trips has been planned for summer 2024, with events funded by the Nature for Climate Peatland Grant Scheme and Anglian Water's Get River Positive.

broads-authority.gov.uk/looking-after/projects/buttle-marsh-restoration-project

Farming in Protected Landscapes

The Farming in Protected Landscapes (FiPL) programme is a government fund set up in 2021, through which organisations such as the Broads Authority can award government grants to farmers and other land managers to carry out projects that support the environment, mitigate the impacts of climate change, support nature-friendly farm businesses, restore historic buildings or provide public access opportunities.

FiPL has been extended until March 2025, and is a mechanism for achieving our objectives in responding to climate change and flood risk, and improving landscapes for biodiversity and agriculture. Some of the 50 projects funded so far are related to paludiculture or wet farming on peat soils. This includes support to reed and sedge cutters, as reed and sedge were original wet farming crops, traditionally grown in the Broads. You can read more about the FiPL scheme on our website, including how those from the private, public and voluntary sectors can apply for current funding.

broads-authority.gov.uk/looking-after/projects/farming-in-protected-landscapes

In March 2024 our FiPL Officer's blog was published on the government website as the first Spotlight Blog for the Department for Environment, Food and Rural Affairs. The blog describes the experience of improving nutrient use and reducing nitrate and phosphate pollution in the Waveney area of the Broads, resulting in enhanced aquatic habitat.

The marsh ditches of the Waveney valley are home to a great diversity of wildlife, including very rare snails. These six rare aquatic snails have their UK stronghold in the Waveney valley marshes, especially the eastern part of the valley, with their best habitat at Aldeby, North Cove, Barnby, the western part of Carlton Colville and Burgh St Peter.

Overall, savings in the test fields totalled around 2.5 tonnes of nitrogen, or 7.5 tonnes of ammonium nitrate fertiliser, equating to a reduction in equivalent CO₂ emissions of approximately 24 tonnes.

By reducing fertiliser use without compromising yield, the financial sustainability of the farm businesses increased. The farmers and land managers now have a greater understanding of how changes to land management practices can help to reduce both pollution and their costs.

defrafarming.blog.gov.uk/2024/03/04/fipl-spotlight-improving-nutrient-use-and-reducing-nitrate-and-phosphate-pollution-in-the-broads

What's the Local Plan?

The Local Plan for the Broads guides development and land use in the special Broads environment. Its purpose is to make sure that any new development is of high quality and appropriately located in the Broads landscape. The current Local Plan was adopted by the Broads Authority in May 2019 and is under review by the Authority.

A second round of consultation began in March 2024 (and concluded in May 2024). Called the Preferred Options, it included draft policies for comment. Most of the policies are already included in the currently adopted Local Plan for the Broads, but there are some amendments and some new policies proposed in the new document being developed. We also talk about potential alternative options to the policies that are drafted. Finally, there was a call for gypsy and traveller sites, residential moorings and residential sites for building homes. We will work with stakeholders to assess any sites brought forward to see if they are suitable.

We are assessing the comments we have received about the Preferred Options and we will amend and improve the policies as required. We will then produce the next version

for consultation. We hope to carry out this consultation by early 2025. After that, depending on what is said as part of that consultation, we will submit the Local Plan for the Broads to the Planning Inspector for examination, which is the next stage in the process. There may then be further consultations before the final plan is adopted.

broads-authority.gov.uk/planning/planning-policies/local-plan-for-the-broads

Gaining biodiversity

The concept of mandatory Biodiversity Net Gain (BNG) was first set out in the Environment Act 2021. It aims to reverse the historic decline in biodiversity and leave the natural environment in a better state by making sure that any development subject to planning permission has a measurably positive impact on biodiversity, compared to what was there before development, by creating and improving natural habitats.

In autumn 2023, in order to fulfil this government initiative, the Broads Authority welcomed a new member of staff as its first BNG Officer. The Authority is the local planning authority (LPA) for the Broads and essentially, the new officer's job is about ensuring a contribution to nature recovery through the national planning system. BNG is a government requirement and is a way to contribute to the recovery of nature while developing land – making sure that habitat for wildlife is in a better state than it was before development. LPAs will have to approve a biodiversity net gain plan for development work before it can start. Developers must try to avoid loss of habitat on land they plan to develop, or they must create habitat on the site or elsewhere. The new BNG requirements will be incorporated into the new Local Plan for the Broads (our planning policy document), which is currently under review (see above).

broads-authority.gov.uk/planning/planning-permission

Design and craftsmanship

The Water, Mills & Marshes programme (which concluded at the end of June 2024) was led by the Broads Authority and funded by the National Lottery Heritage Fund. It included a major project to restore four of the drainage mills in the Halvergate Marshes area, plus one other, further up the River Yare. These were Mutton's Mill and High's Mill, both near Halvergate; Six Mile House Mill, across the River Bure from Runham; North Mill, near Reedham; and Strumpshaw Steam Engine Pump House (a rare steam-powered mill) on the RSPB reserve at Strumpshaw Fen.

The work was carried out in partnership with City College Norwich, providing students with training in heritage building and carpentry techniques to help encourage a future workforce to care for historic buildings.

The project has received several awards, the latest of which was in autumn 2023, when the Authority won the prestigious Norwich and Norfolk Design and Craftsmanship Award in the conservation category for the work at Mutton's Mill. We were also overall winner for sustainability. The awards are made by the Norfolk branch of the Royal Institute of British Architects, the Norwich Society and Norwich University of the Arts. They are given to outstanding projects that have a positive impact on communities and aim to recognise all the people involved – architects, builders, craftspeople, designers and local interest groups.

watermillsandmarshes.org.uk

Understanding and enjoying the Broads

Promoting understanding and enjoyment of the Broads, both land and water, and protecting the interests of navigation, form the other two parts of the Broads Authority's remit. Here's a selection of project news from over the last year highlighting some of our work in these areas.

Safety first

The Port Marine Safety Code requires harbour authorities to base their policies, plans and procedures on a Formal Safety Assessment, and to maintain a Safety Management System to control the identified risks to a level as low as reasonably practicable. You can find the latest information at:

broads-authority.gov.uk/boating/navigating-the-broads/safety/port-marine-safety-code/safety-monitoring

The Broads Authority's boating safety videos were all reviewed and where necessary updated ahead of the 2024 main boating season. They provide guidance on all aspects of boating relevant to the Broads and are widely distributed by boat hire companies ahead of the arrival of visitors.

broads-authority.gov.uk/boating/navigating-the-broads/boating-essentials

The Authority continues to develop boat safety provision within the Broads and to find innovative ways to engage with the public on safety concerns. As part of a review of events for the public (see What's on, below) rangers developed plans for trips on Breydon Water on board our Spirit of Breydon launch. The events aim to highlight the potential dangers in crossing Breydon, to familiarise visitors with Breydon and to go through all the procedures and practicalities for crossing it safely.

Access all areas

Back in 2019, the Government's Landscapes Review (the Glover Report) emphasised that National Parks are for all of us: 'We want to see our landscapes reaching out and welcoming everyone.' Coincidentally 2019 was also the date of the Broads Authority's last Integrated Access Strategy and in March 2024 the Authority adopted its updated Integrated Access Strategy for 2024-29, following involvement from the Broads Local Access Forum, partners and responses to a public consultation.

The Broads has lots to offer for accessible visits and the strategy aims to assist us and others in increasing provision, to ensure that access to the countryside and waterways of the Broads is available to as many people as possible, regardless of their age, ability, circumstances, or any protected characteristics. One example is to support provision of public boat trips that are accessible.

The strategy is based on the principle that providing for the widest range of users creates better places, richer experiences and many other benefits. It aims to ensure provision of safe access with adoption of the least restrictive options, following the design principles of coherence, safety, comfort and attractiveness. The strategy will be supported by a three-year action plan, to ensure that its principles, aims and objectives are put into practice.

There are two recent examples of progress at Whitlingham and Horsey. The Flint Barn toilets at Whitlingham now include a changing places

toilet, with more space and equipment than a standard accessible toilet. This project was funded through our Water, Mills & Marshes programme. Access has also improved at the National Trust's site at Horsey, through a joint project carried out with the Broads Authority. The full length of the path running from the car park along the dyke to Horsey Windpump, then on to the viewpoint over beautiful Horsey Mere, has been widened and resurfaced to make it fully accessible for wheelchair users and pushchairs all year round, with improved drainage.

[The Broads Local Access Forum](#) pages on our website will tell you more and keep you up to date with progress.

whitlinghamcountrypark.com

nationaltrust.org.uk/visit/norfolk/horsey-windpump

gov.uk/government/publications/designated-landscapes-national-parks-and-aonbs-2018-review

A night under the stars

The Landscapes Review (see above) also included a proposal for 'A night under the stars in a national landscape for every child' and the Broads Authority's new Education Strategy for 2023-28 takes up this theme.

The strategy has five key objectives:

1. Produce an enhanced range of environmental education schemes, activities and resource tools (including Broads Curriculum materials and teacher support), and promote and deliver it to local schools.
2. Complete and build upon schools-based educational opportunities initiated under the Broads Landscape Partnership Scheme 'Water, Mills & Marshes' programme, and Generation Green.
3. Build resource capacity to deliver more outreach educational activities for school-aged children.

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

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

'A night under the stars' is an objective for as many children as possible within the period of the Education Strategy. It was a reality for some children thanks to the Generation Green project (see link below) and through the Authority's many partnerships more are on the agenda.

Much of the work contained in the Education Strategy depends on partnerships, including one key partnership called the Broads Environmental Education Network, which has 50 member organisations, drawn from the public, private and voluntary sectors. Many of these organisations offer activities with a residential element, and there is scope for evening activities including stargazing, night walks and biofluorescence walks.

We have worked with Barton Turf Adventure Centre (BTAC) over many years, but recently we have worked closer together with a more formal framework. This work has been recognised through a national award.

In autumn 2023 our Education Officer won the National Park Nature Award for his community nature recovery work at Barton Turf Nature Reserve. The award is one of a series made each year by the Campaign for National Parks, with sponsorship from WWF-UK (World Wide Fund for Nature), to people they call 'park protectors'. Achieving the award was very much a team endeavour, involving Broads Authority and BTAC staff, volunteers, and young people themselves, who have really made a difference to nature conservation and we hope have been inspired by it as well.

Our education work involves a very wide remit, working with schools, community groups and

charities. The Barton Turf project is one of many, changing the lives of people from diverse backgrounds, including young people who don't usually have access to the Broads, people with complex needs and refugees.

To find out more about our education work go to broads-authority.gov.uk/learning

yha.org.uk/generationgreen

btac-services.co.uk

A berth for the night

Starry nights are also on offer to Broads boaters, with quieter countryside moorings providing an opportunity to enjoy the dark skies of the Broads.

Maintaining the Broads Authority's network of 24-hour moorings is an annual winter activity, but each year brings particular needs and challenges. In preparation for the 2024 boating season work was carried out at moorings on the rivers Bure, Ant, Thurne, Yare and Waveney.

Work involved:

- re-piling in steel, with capping and 'waling' boards in wood to reduce the visual impact at low tide
- replacing timber piling, capping, waling, end barriers, quay heading, mooring posts, a safety ladder, gauge boards and fenders
- repairing a slipway, capping, waling, mooring posts, safety ladders, gauge boards, electric charging posts, paths and a handrail
- topping up surfacing and paths with topsoil
- mowing
- renewing signing
- new water points, gauge boards and a noticeboard
- a new accessible path at Neatishead

broads-authority.gov.uk/boating/facilities

What's on?

The Broads Authority's events programme was reviewed during winter 2023-24. Changes have been introduced to make the practical arrangements more convenient for all, including better signposting of events.

Most events are run by the Authority's education staff and rangers. The 2024 programme includes new ranger events (see Safety first, above) and new events to show and explain our Buttle Marsh project (see above). Some more accessible events have also been included. Modest charges for some events have been introduced (in line with those of other similar organisations) to contribute towards our costs. All event bookings are now taken through the widely used Eventbrite system (at minimal cost), in order to offer a more flexible and efficient service.

eventbrite.com/o/broads-authority-29218269141

We have also worked with the Ted Ellis Trust on some innovative events as part of the 100 Years of Ted Ellis project. Ted was a naturalist, writer and broadcaster, who began keeping journals of his observations of Broads wildlife as a young boy, going on to become Keeper of Natural History at the Castle Museum in Norwich and to create the nature reserve at Wheatfen, Surlingham.

Broads Authority education staff and Wheatfen staff worked on a project to digitise a selection of Ted's journals from the 1920s, and to run events bringing his store of knowledge and his love and concern for the Broads and its wildlife to a contemporary audience. He began his searches on the beach at Gorleston, adjacent to Great Yarmouth, and some of the events have involved looking at his records of the places he knew and comparing them with those places now.

The digitisation project was made possible through a partnership with Norwich University of

the Arts. The project became a work experience programme for one of their photography students, supervised by our communications staff, and you can see the results of the project on our website.

broads-authority.gov.uk/looking-after/projects/100-years-of-ted-ellis

wheatfen.org

Making everything count

In July 2023 the Broads Authority established a new post of Partnership and External Funding Manager, in recognition of the range and significance of our partnerships and the increasing importance and complexity of external funding arrangements. For example, the Water, Mills & Marshes Landscape Partnership Scheme, which closed at the end of June 2024, alone involved more than 50 partners. Over the years the Authority has learned much about applying for funding, including key aspects such as detailed preparation and developing partner relationships. The new post has been in place since November 2023.

One important recent grant of external funding was from Historic England, in February 2024, for restoration of Turf Fen Mill on the Authority's How Hill National Nature Reserve. This was made to Norfolk County Council (owner of the mill), working with Norfolk Windmills Trust and the Broads Authority. The project also has the support of the How Hill Trust and together the organisations will work to develop skills training, outreach activities and historical interpretation around the three mills on the reserve. The Turf Fen restoration work is due for completion in 2026. It will enable better access to the site and will tell the story of how such mills shaped the local landscape through drainage, and how they contributed to life on the Broads fens and marshes. The project will also support further skills development for young millwrights who

benefitted from training under the Authority's recent mills training programme, part-funded by the National Lottery Heritage Fund.

broads-authority.gov.uk/about-us/how-we-work/strategy

norfolk.gov.uk/article/43285/How-Hill-drainage-mills

New recruits

The Broads Authority's Volunteer Service numbers about 130 very dedicated individuals, who support the Authority's work in myriad ways. In early spring 2024 we welcomed about 28 new volunteers or volunteers in new roles.

Seven of these were new Survey Volunteers, to work with our ecologists, and our planning staff have a new volunteer to assist the Historic Environment Manager with historic building surveys. We also had five new Education Volunteers, who will assist the Education Officer with environmental education activities and events. This could involve working with groups with special educational needs and disabilities or helping to staff a Broads Authority stand at public events such as the Horning Boat Show, amongst many others.

Some volunteers carry out very specific roles, for instance our new Ranworth Visitor Services Volunteer role, which involves helping the public to moor and giving advice about places to visit and things to do. A new volunteer has just started at Reedham in a similar role. We also had a new recruit to our Potter Heigham Volunteers, who help to keep the public areas there looking good.

We have three new Fitter Volunteers, who are mainly based at the Dockyard, our practical work site. They work on maintaining and repairing all vessels, plant and equipment. This involves an increasingly wide and specialised range – for example they could be working on a visitor trip

boat or the giant tree shears used to help keep the riverbanks well maintained.

We have six new Practical Volunteers joining our maintenance staff carrying out vegetation management tasks. Carrying out similar work, the Beavers Group volunteers concentrate on conservation management tasks, such as clearing fens of too much scrub. We have some new members for this long-established group too, which goes back to the early days of the Authority.

Volunteering is also an excellent way to build work experience, either during or after study. We regularly have Easton College students who carry out work experience placements with us. One current student is carrying out the second year

of placement, working with our rangers, while another is continuing with the rangers and the ecologists, and a new student volunteer is joining our maintenance staff. A former apprentice returned as a volunteer with the rangers and the ecologists, and has subsequently (April 2024) been employed as an assistant ranger.

Every year we welcome new people. Some volunteers come with previous experience related to the role they take on, while others are keen to take the opportunity to try something new – everyone's very welcome!

For more details about volunteering go to

broads-authority.gov.uk/looking-after/how-you-can-help/volunteering

Revenue accounts for the year ended 31 March 2024

A summary of the Broads Authority’s consolidated income and expenditure for 2023/24 is set out below.

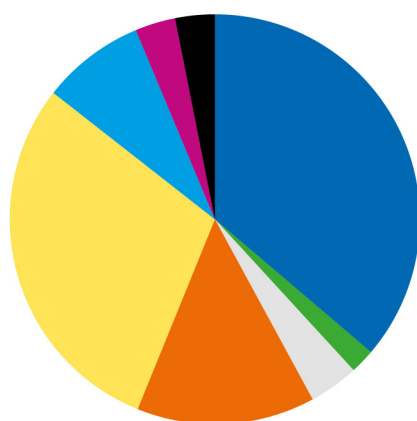
National Park Grant is awarded to the Authority in recognition of the Authority’s status equivalent to that of a national park. It is spent on matters relating to conservation, planning, recreation and information and design. The level of revenue National Park Grant has remained static since 2019/20.

Navigation activity is self-financing from tolls paid by users of the Broads waterways.

Although the Broads Authority Act 2009 removed the statutory requirement to maintain separate general and navigation revenue accounts, there is still a requirement to prepare

a report at the end of each financial year describing the navigation income received by the Authority and the navigation expenditure incurred during the year. A copy of this report is available on the Authority’s website.

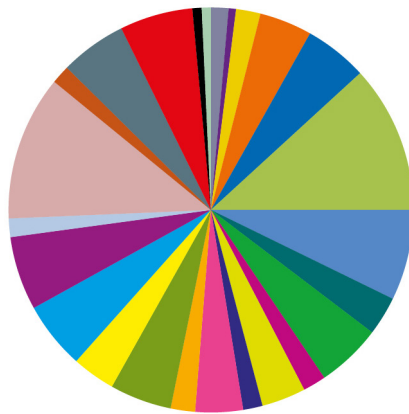
The Authority is required to prepare a full and detailed Statement of Accounts in accordance with guidelines issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). These accounts will be scrutinised by the Authority’s External Auditors and are made available for public inspection. The audit has not been completed for 2023/24 and the draft Statement of Accounts can be viewed on the Authority’s website or can be obtained from the Director of Finance, Broads Authority, Yare House, 62-64 Thorpe Road, Norwich, NR1 1RY.



Income

	£'000
● National Park Grant (Defra)	3,414.1
● Heritage Lottery Fund - Landscape Partnership Delivery phase	183.3
● Natural England - Nature for Climate Fund	368.4
● Tolls from hire craft	1,324.7
● Tolls from private craft	2,773.0
● Other National Park income	765.7
● Other Navigation income	300.1
● Interest	292.9
TOTAL INCOME	<u>9,422.2</u>

Expenditure



	£'000
Asset management	142.4
Biodiversity strategy	59.6
Collection of tolls	198.5
Communications (including education, events, design and interpretation, tourism and UK Communications Team)	426.5
Development management	512.0
Dredging	1,196.8
Equipment, vehicles and vessels	734.0
Fen and tree management	315.1
Finance (including insurance and National Park Grant Capital items)	527.7
Governance	186.5
Heritage Lottery Fund - Landscape Partnership Delivery phase	357.3
Human resources	156.9
ICT	385.9
Legal services	198.1
Management and other costs	501.1
Natural England - Nature for Climate Fund	349.9
Practical maintenance	545.4
Premises and property management	597.1
Projects	150.3
Ranger services	1,174.6
Safety	150.8
Strategy (including strategy and projects, Broads Plan, CANAPE, cultural heritage, climate change and FiPL)	538.1
Visitor services (including boat trips and yacht stations)	591.5
Volunteers	75.0
Waterways strategy	73.6
TOTAL EXPENDITURE	<u>10,144.7</u>
Contribution from reserves	722.5