

Broads Authority

Agenda 14 March 2025

10.00am

King's Centre, 63-75 King Street, Norwich, NR1 1PH

John Packman, Chief Executive – Friday, 07 March 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. Chairman's announcements and introduction to public speaking
Please note that public speaking is in operation with the Authority's [Public participation at meetings scheme](#)
3. 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)
4. To note whether any items have been proposed as matters of urgent business
5. Public question time – to receive questions raised by members of the public
6. **To receive and confirm the minutes of the Broads Authority meeting held on 24 January 2025** (Pages 4 - 18)
7. **Summary of actions and outstanding issues following decisions at previous meetings** (Pages 19 - 27)

Strategy and policy

8. **Strategic priorities update for 2024/25** (Pages 28 - 33)
Report by Senior Governance Officer
9. **Draft Annual Business Plan 2025/26** (Pages 34 - 68)
Report by Senior Governance Officer
10. **Financial performance and direction** (Pages 69 - 88)
Report by Director of Finance

11. **Capital, Treasury and Investment Strategy** (Pages 89 - 109)
Report by Director of Finance
12. **Broads Authority Design Guide and Code – Endorsement** (Pages 110 - 259)
Report by Heritage and Design Manager

Governance

13. **Consultation on a devolution deal for Norfolk and Suffolk** (Pages 260 - 264)
Report by Chief Executive
14. **Member Code of Conduct** (Pages 265 - 282)
Report by Monitoring Officer
15. **Appointment to the Navigation Committee** (Pages 283 - 285)
Report by Senior Governance Officer

Reports for information

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

Minutes to be received

17. To receive the minutes of the following meetings:

[21 June 2024 – Standards Committee](#)

[20 November 2024 – Broads Local Access Forum](#)

[27 November 2024 – Risk, Audit and Governance Committee](#)

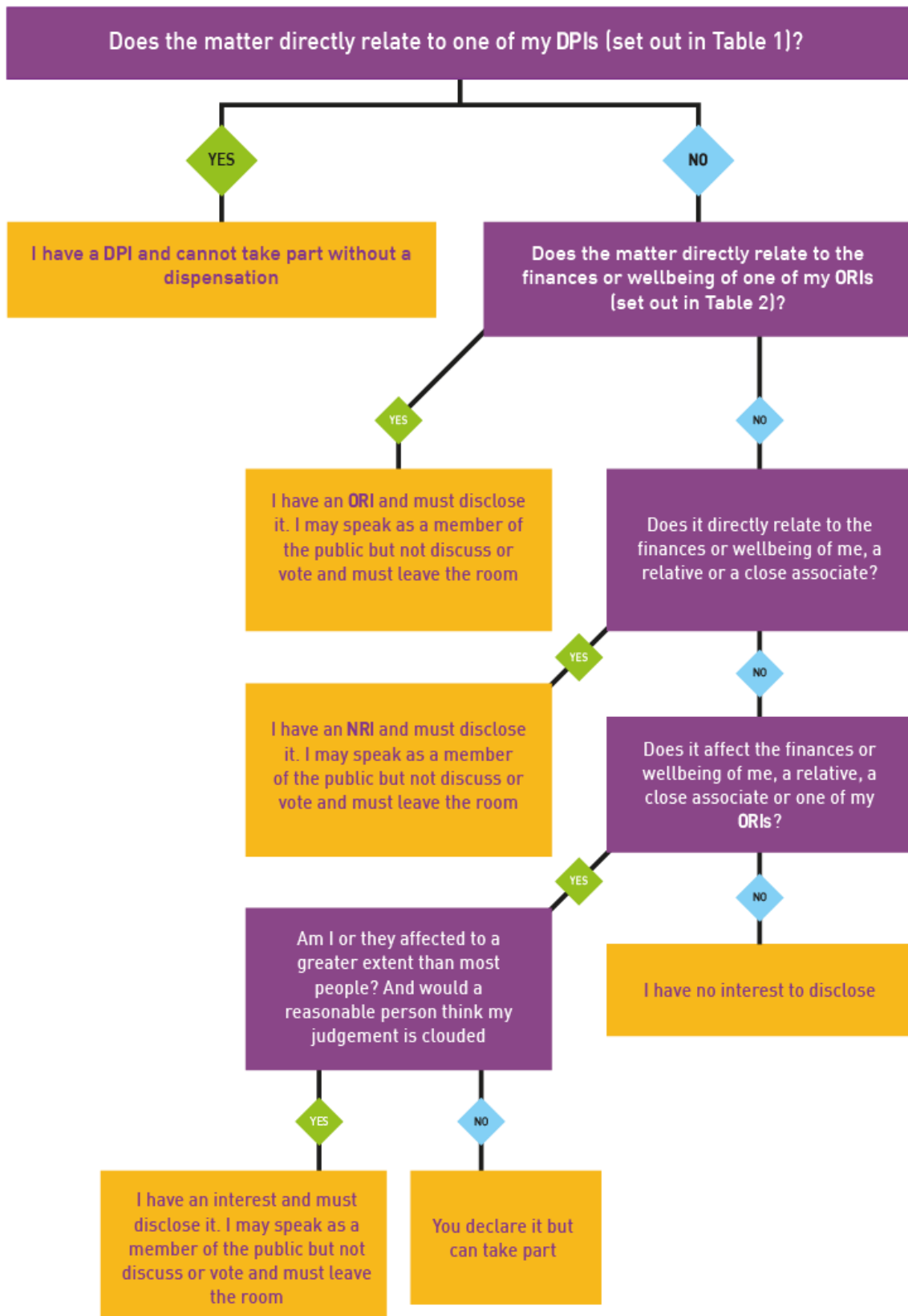
[10 January 2025 - Planning Committee](#)

[7 February 2025 - Planning Committee](#)

18. 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
19. To answer any formal questions of which due notice has been given
20. To note the date of the next meeting – **Friday 9 May 2025** at 10.00am at the King's Centre, 63-75 King Street, Norwich, NR1 1PH.

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

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



Broads Authority

Minutes of the meeting held on 24 January 2025

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

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Present

Harry Blathwayt – in the Chair, Stephen Bolt, Peter Dixon, Andrée Gee, Alan Goodchild, Tony Grayling, Paul Hayden, Tristram Hilborn, Tim Jickells, Siân Limpenny, Leslie Mogford, Gurpreet Padda (from item 8), Matthew Shardlow.

In attendance

John Packman – Chief Executive, Natalie Beal – Planning Policy Officer (items 12-14), Andrew Farrell - Partnership & External Funding Manager (item 10), Andrea Kelly - Environmental Policy Adviser (item 11), Emma Krelle – Director of Finance, Hannah Norman - Catchment and Farming Officer (item 15), Rob Rogers – Director of Operations, Lorraine Taylor – Governance Officer, Marie-Pierre Tighe – Director of Strategic Services, and Sara Utting – Senior Governance Officer.

1. Welcome and apologies

The Chair welcomed everyone to the meeting.

Openness of Local Government Bodies Regulations 2014

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

Apologies were received from James Harvey, Martyn Hooton, Michael Scott, Melanie Vigo di Gallidoro, and Fran Whymark.

2. Chairman's announcements

The Chair reminded Members that the annual Member review process would commence in February, when they would receive a copy of their annual review form for completion and return. The Chair said that for Secretary of State appointees and Co-opted Members, this was mandatory under the terms of appointment and that there would be an option to follow up through a 1:1 meeting with the Chair/Vice-Chair if necessary. Further details would follow by email in due course. The Chair added that, as a Local Authority Member, he did find the process quite helpful, therefore if any Local Authority Members would like to engage with this process they would be more than welcome to.

3. Introduction of members and declarations of interest

Members indicated they had no further declarations of interest other than those already registered.

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4. Items of urgent business

There were no items of urgent business.

5. Public question time

No public questions had been received.

6. Minutes of last meeting

The minutes of the meeting held on 29 November 2024 were approved as a correct record and signed by the Chair.

7. Summary of actions and outstanding issues

Members received the latest summary of actions and outstanding issues following decisions at previous meetings. The Chief Executive said that there were no updates to the report.

The report was noted.

8. Strategic priorities - update

Members received the report of the Senior Governance Officer. The Chief Executive (CE) said that the five strategic priorities for 2024/25 were all on track. Good progress was being made on the replacement of the online toll system, however, testing had highlighted a small issue in report generation which was being fixed. It was hoped that it would be ready to produce the toll renewal letters on time. The CE said that the new system would be much more robust than the previous system and would also be an improvement for those paying a toll for their boats. The system would be closer to that of the vehicle tax system, in that toll payers would be sent a unique identification number which would make it easier for tolls to be paid online.

A Member asked whether this payment system would be available for those who paid short-term tolls. The CE confirmed that this was not available yet, however, this was part of the work scheduled in phase 2 of the software upgrade.

A Member asked how the unique identification number would work where toll payers had more than one boat. The CE said that the identification number would be assigned to the person rather than a boat, therefore, those with more than one boat would only receive one identification number.

In response to a question on what the Broads Authority had planned in relation to promoting the new toll payment system, the CE said that it would be promoted within the Authority's Broad Sheet publication as well as social media and other channels.

A Member commented that they would like to congratulate the Head of Strategic Services (HSS) on a successful BFI Members workshop and asked whether there would be a future briefing or workshop to discuss the various outcomes. The HSS said that the team took on board all feedback given at the workshop and there was a further workshop planned which would be communicated in due course.

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Members noted the progress in implementing this year's strategic priorities.

Gurpreet Padda joined the meeting. She advised that she had no interests to declare.

9. Financial Performance and Direction, including proposed Budget 2025/26 and financial strategy to 2027/28

Members received the report of the Director of Finance (DF). The DF said that the report covered four items: the actuals up to the end of November 2024; the Quarter 3 prudential indicators that the Authority had to publish; an update on the Statement of Accounts audit for 2023/24; and the budget.

The DF said that at the time of writing the report, the December figures were not available, however, she was able to provide a verbal update. Table 1 of the report now showed a total variance of £605,675 at the end of December, a decrease of £81,325 following the pay award having been implemented. There were no changes to the latest available budget or the forecast. Earmarked reserves, set out in table 4, had decreased by £77,000 and the consolidated earmarked reserves now stood at £3,338,714.

Paragraphs 5.2 to 5.4 set out the increase of money into the earmarked reserves as a result of the Countryside Stewardship scheme, and the delay between when the monies would be received and the work was carried out. The proposal was for the transfer of the surplus income in the Fen Management budget to the Plant, Vessels and Equipment reserve. In addition, approval was sought from Members for the additional expenditure for work to Mutford Lock which was to be carried out before the start of the season.

The DF said that the prudential indicators were in table 5 of the report and this covered up to the end of quarter 3. It did look like there was still a lot of capital expenditure to happen, however, the DF said that the adjustments for the IRFS16 were still to be carried out but this would be completed before the end of the financial year.

Section 7 of the report set out the position for the 2023/24 Statement of Accounts audit and the need to have delegated approval from Members to meet the deadline as a result of the backstop legislation published in 2024. The DF said that she met with the Auditors on 23 January 2025 and that they had, so far, identified some adjustments around what was in the disclosures as well as some accruals that needed to be reversed. The Risk, Audit and Governance Committee would see the amended Statement of Accounts on 11 February 2025 that would take into account those adjustments identified, none of which were particularly significant. EY indicated that if the DF had delegated approval, they would like to have the accounts signed off on 11 February 2025 rather than leave it to the backstop date of 28 February.

The DF referred Members to section 8 of the report and the budget. The budget was based on flat cash for the National Park grant and the 5.9% increase, as agreed, for tolls. It made assumptions around boat numbers remaining at the same level - apart from the forecast reduction in private vessels, the pay increase for 2025/26, and savings that needed to be

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incorporated. The indication was that for 2026/27 a 3.5% toll increase would be needed, and 1% for 207/28, however, that would be refined as the year went on as additional savings would continue to be looked at. The DF said that pay now accounted for 74% of the budget in 2025/26 and this was a slight reduction from 77% in 2024/25.

The DF said that table 6 of the report provided a high-level overview of the 2025/26 budget, however, Appendix 3 provided more detail by reporting summary. Sections 9 to 11 provided details by Directorate, highlighted where there had been increases which was mainly around pay. The DF reminded Members that the assumption was that there would be no help from the Government regarding the National Insurance increase which would take effect from 1 April 2025. It also detailed decreases which was a slight change to Ranger patrolling and also the switch of operation technician staff between National Park and Navigation as a result of the Countryside Stewardship scheme.

Table 7 detailed the central costs for 2024/25 and then the budget for 2025/26 to 2027/28. The DF said that Members might notice that the 2024/25 costs as a percentage of the core National Park grant looked high, however, this was because of the delayed work to Yare House which had now been completed.

Section 13 of the report set out the key assumptions and the DF highlighted staff vacancies where there was often a delay between the time a staff member left and a new person started, and added that all vacancies were approved by the Management Team. Earmarked reserve expenditure was set out in section 14 of the report and expenditure for 2026/27 onwards should be viewed with a degree of caution as this would be refined during the year.

The DF said that despite there being a deficit on both sides of the budget, this would be balanced by the use of the General (National Park) reserve and the Navigation reserve. Both reserves remained above the minimum level for the three years forecast, however, savings, cost reductions and income opportunities would still be investigated in 2025/26.

A Member commented that he understood that there had recently been an additional expense in relation to a sunken vessel and asked whether this meant that the navigation reserves would dip below 10%, whether that caused any concern, and whether there was any possibility of recovering that money. The DF said that there was a potential, as a result of that work, that the reserve could dip below 10% and that would place a strain on the toll setting for 2026/27. The DF explained that the forecast was often not the same as the budget, because the time it took to set the budget and the work being undertaken – sometimes on the navigation side, works could be delayed due to unforeseen circumstances – so there was a lot of things that would need to be taken into consideration. However, if everything happened exactly as it was set out in the budget, the reserve would dip below 10% which would add 1% onto the tolls for 2026/27 to bring it back in line if there were no savings elsewhere.

The Director of Operations (DO) said that the vessel in question was in the navigation area but because it laid under water, it was not sure how deep the vessel is. The Authority was waiting for divers to attend the site to conduct an initial dive survey. All that was known at present was that the vessel had a steel hull, but it was not known why it sank. The vessel had been

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issued with a Removal of Wreck Notice; therefore, it had now become the Authority's vessel, and once it had been recovered, there was an opportunity to sell it to recoup some losses. Unfortunately, although the vessel was insured, it was only third-party cover, which did not include recovery costs.

A Member commented that he understood some third-party policies included the removal of wrecks. However, some did not and asked if the Authority's third-party requirement included the removal of wrecks. If not, the Authority needed to find a way to make sure that requirement was met to ensure anyone using a boat on the Broads was covered in this regard. The Chief Executive (CE) said that there was a need to take some legal advice about what scope there was within the 2009 Broads Authority Act - which brought in a requirement for the Broads Authority to require third party insurance - and the extent to which that allowed the Authority to widen the requirement to include recovery of wrecks.

A Member asked how many similar sized vessels within the Broads area could have the potential to cause a liability. The DO said that some work was planned to establish these numbers, and added that, in theory, any vessel over 10 metres with an enclosed hull were to sink it would weigh a lot and would cause the Authority a sizeable problem. A report would be presented to a future meeting of the Navigation Committee on that risk.

A Member commended the DF on an excellent report, and commented on the 2024/25 position where it was forecast to be by 31 March 2025, but thought it was important to recognise the good work of the Management Team in terms of managing budgets year to date of where the Authority expected to be. Many organisations were not in this position and thought that it represented prudent management. The Member said that the forward look did not look so positive, and having looked at multiple years ahead it was forecast to run deficit budgets which would run down reserves which would not be sustainable, and asked what the Authority's plans were going forward and what that would mean for the going concerns. The DF said that the Member was right that there would be a need to use National Park general reserves for the next three years, however, this could not go on forever and was therefore in the process of planning for future years. However, the difficulty was that the Authority had not yet had confirmation from Defra of what the National Park grant would be for 2025/26. As it currently stood, there was a need to reduce costs but it was not known as to what level. The Member asked whether for the near term, did this represent a significant risk. The DF said that to give Members some comfort, the reserves would maintain above 10% over the next three years.

The CE said that it was still not known what the Defra grant would be for the next year. On 13 January 2025, he and the Directors had met with senior officials within Defra for the annual review meeting where it was discussed whether some of the revenue income could be replaced with capital income. The difficulty, however, on the National Park side was that there was very little room to manoeuvre and most of the expenditure was revenue, for example 74% of costs were staff. The officials seemed to be happier about the years beyond the coming financial year and hoped that through the spending review that they would be able to make a good case that National Parks should have some of their funding reinstated.

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The CE said that the DF had always been prudent and that the 2024/25 pay award was lower than had been budgeted and this had made a big difference. The CE added that where staff vacancies arose, there was often a timing difference between when the person exited the post and when the new person could take up the post and therefore every time this happened there was a saving made.

A Member asked what the status of the Defra spending review was and would it be a five-year review. The CE said that the current process was a one-year review, however, this would lead into a three-year process. One of the things that Defra had indicated was that there could be a three-year settlement which would make a big difference and provide some certainty for the budgeting process.

A Member commented that the assumptions within the budget were right, but pointed out that Defra was an unprotected department and flat cash forecasts beyond 2025/26 might be optimistic given the economic situation and the Authority needed to be prepared for that.

A Member asked, if the proposed unitary authority were to happen, what impact would that have on the Broads Authority. The CE said that the most significant impact would be a change in the membership of the Authority. At present, of the twenty-one Members, nine were drawn from local authorities so those constituent local authorities would reduce in number and there would need to be some amendment to the legislation to change where the Authority's members came from. The CE added that if there were a smaller number of, but bigger, authorities there would be some opportunity to build a really constructive relationship with those who had an interest in the Broads and this could be beneficial.

Tristram Hilborn proposed, seconded by Alan Goodchild.

It was resolved unanimously to:

- i. To note the actual income and expenditure figures, prudential indicators and adopt the:
 - a. 2025/26 Budget, including the endorsement of the assumptions applied in the preparation of the Budget; and**
 - b. Earmarked Reserves and Financial Strategy for the period 2025/26 to 2027/28.****
- ii. Approve the year end transfer of an underspend in Fen Management budget to Plant, Vessels and Equipment reserve.**
- iii. Approve the additional earmarked reserve expenditure for Mutford Lock in 2024/25.**
- iv. Delegate authority to the Director of Finance in consultation with the Chair to approve the 2023/24 Statement of Accounts if no significant issues were identified at the Risk, Audit and Governance meeting on 11 February 2025.**

10. Landscape Connections expression of interest

Members received the report of the Partnership and External Funding Manager (PEFM). The PEFM provided an overview of the report and said that this was an opportunity for the Authority to submit an expression of interest for a much larger project than had ever been done before and this had the scope to go beyond the Broads and to the whole region. The PEFM said that he had been working with partners across Norfolk and Suffolk, set out in Appendix 1, to develop the expression of interest. This list of partners continued to grow and would continue to grow as the project moved forward.

The PEFM said that he had received a formal letter of support from the Suffolk & Essex Coast & Heaths National Landscape to join with the Broads Authority, which would make a much stronger partnership to go to the heritage fund. Discussions were ongoing with the National Lottery Heritage Fund with the intention to move beyond three and five-year projects to ten-year projects to make impacts on the landscape and communities. The PEFM added that if the Authority was successful, it would provide funding for a number of years working with a number of strategic partners.

A Member commented that the central feature of the Broads was the water, and asked whether this project would look at getting disadvantaged people out onto the water. The PEFM confirmed that this was one of the objectives and that some of the partners involved in this project had expertise in this area. It was, however, a challenge and long-term funding was required to ensure that any projects were sustainable. A Member commented that there were no boating organisations included on the list of partners and asked whether water-based organisations could be contacted, such as the Nancy Oldfield Trust. The PEFM said that he was still engaging with potential partners and would look to include those organisations and added that the project was still in its early stages.

A Member commented that this was similar to an Environment Agency scheme in Essex where they worked with the NHS putting the emphasis on the value and benefit of being out in nature, and asked whether the Authority could look at working with NHS Trusts.

In response to a question on whether there was an opportunity to partner with commercial organisations, the PEFM said that they would be able to.

A Member asked that, on the perspective of race and socio-economic backgrounds, how would the Authority engage with organisations that represented those groups. The PEFM said that Authority already worked with partners who had established links with those groups. He added that the list of partners was not set in stone at the beginning of the project and would always look to bring other partners in along the way. The Member suggested that the PEFM contact organisations such as the Esmée Fairbairn Foundation who might have access to additional funding.

A Member asked to what extent would the Authority need to define what it wanted to achieve for this project in the initial submission. The PEFM said that one of the lessons learned from previous bids for funding was not to be too prescriptive and it was essential that flexibility was built into the bid.

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A Member asked whether co-operation with developers in the energy sector in the region for match funding had been explored. The PEFM said that communication was being had with this sector, in addition, meetings with water companies had been ongoing regarding partnerships.

A Member commented that there were many places in the Broads where those using a wheelchair were unable to get on and off boats and said that he would like to see places where wheelchair access could be built. The PEFM said that it was a priority to increase access for those in wheelchairs and was part of the larger Integrated Access Strategy that the Broads Authority was working on.

The Chair asked whether the PEFM would be engaging with Broads Local Access Forum (BLAF). The PEFM confirmed that they would. The Chair asked whether engagement with organisations such as the Hire Boat Federation would help with reaching those disadvantaged groups that the Authority might struggle with. The PEFM said that this was something that would be worth exploring.

Gurpreet Padda proposed, seconded by Leslie Mogford.

It was resolved unanimously to authorise the submission of an expression of interest to the National Lottery Heritage Landscape Connection Scheme and the subsequent development of an initial bid ready for submission at the end of 2025.

11. Draft Local Nature Recovery Strategies

Members received the report of the Environment Policy Adviser (EPA). The EPA gave an overview of the report and explained that the core purpose of the Local Nature Recovery Strategies (LNRs) was to agree the priorities for nature recovery in Norfolk and Suffolk and to map the most valuable areas, as well as those areas that could become valuable for nature. The pre-consultation phase would run up until 11 February 2025 and the EPA welcomed Members' comments. The EPA said that the LNRs would provide a real opportunity to link to the public and increase understanding about nature recovery. It would be important to link this with other projects that the Broads Authority were involved with such as the Landscape Connections project, and to look at private finance such as Biodiversity Net Gain.

The EPA said that the timetable as set out in table 1 of the report, might be subject to change due to a number of factors, including local authority elections. The Director of Strategic Services (DSS) said that there was a slight change to the recommended decision that needed to be made. The process was dependent on devolution discussions, the elections and what happened in relation to this. When the report was written, delegation was required to approve the final version of the LNRs, however, if the timescale changed, officers would like to bring a report back to Members to approve the final versions of the LNRs. The proposal was, therefore, to amend the words in (ii) to reflect a potential change in the timescales.

A Member said that this was a great piece of work and that the Members' briefing in December was an excellent session. A Member commented that the maps within the LNRs

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was an essential digital resource for the future which provided a baseline to assess the potential for changes in habitats and species over time as a result of climate change.

Sian Limpenny proposed, seconded by Tony Grayling.

It was resolved unanimously to:

- i. **Approve the public consultation of the draft Norfolk LNRS and Suffolk LNRS; and**
- ii. **To delegate authority to the Chief Executive in consultation with the Chair of the Authority, to approve the final versions of the LNRSs (if the timescales made this necessary).**

12. Norfolk RAMS endorsement – updated tariff and governance arrangements

Members received the report of the Planning Policy Officer (PPO). The PPO explained that RAMS stood for Recreation Avoidance Mitigation Strategy and its purpose was to offset the impact that new developments had. RAMS in Norfolk had been in operation for about three years, however, Local Planning Authorities (LPAs) in Norfolk now wanted to review the strategy using consultants and a new strategy had been drafted with new tariffs and updated governance arrangements.

A Member commented that this was a significant strategy and the programme of investment could potentially be £22 million over a 20-year period. The new strategy and potential list of projects within it included some significant projects led by the Broads Authority, however, this would be subject to decision by the overseeing board.

The Chair said that he would like to ask other Local Planning Authorities to resist the temptation to use the RAMS money for new projects in Norfolk when there were existing projects that could benefit.

A Member asked whether the PPO could expand on the role of Norwich City Council (NCC), and would the council manage the pot of money. The PPO said that NCC had in the past been the lead authority in the commission of various studies. In addition, NCC hosted the Strategic Planning Officer in Norfolk and all LPAs in Norfolk paid an amount each year for that officer to co-ordinate the various duties and to collate joint evidence for Local Plans. Similar was planned for a new RAMS Officer where NCC would employ the officer using some of the money collected under this scheme. NCC would be the lead council and therefore be responsible for the collection of RAMS payments from other LPAs and convene the overseeing board.

A Member asked whether the impact of Nutrient Neutrality and the lack of building developments as a result of this had a bad effect on the collection of RAMS. The PPO replied that it had and that since Nutrient Neutrality was introduced it had an impact on the number of developments being considered. There was improvement, however, as there were schemes

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around Norfolk that enabled applicants to buy credits in order to offset their Nutrient Enrichment Impact.

A Member asked where the RAMS money would be going. The PPO said that the strategy had a call for projects which was set out in the Norfolk RAMS Action Plan. The money could go to wildlife rangers, education, or even infrastructure.

Tony Grayling proposed, seconded by Matthew Shardlow.

It was resolved unanimously to:

- i. **Endorse the new Norfolk Recreational impact Avoidance and Mitigation Strategy (RAMS) Action Plan plus tariff and governance arrangements (as stated in the Memorandum of Understanding); and**
- ii. **Endorse the nomination of the Chair or Vice-Chair of the Planning Committee to the Norfolk GI RAMS overseeing Board.**

Gurpreet Padda left the meeting.

13. Making the Chet Neighbourhood Plan

Members received the report of the Planning Policy Officer (PPO). The PPO said that this Neighbourhood Plan had reached the end of its production phases which included consultation, examination, and passed referendum. At its meeting on 10 January 2025, the Planning Committee recommended that the Chet Neighbourhood Plan be adopted. Once adopted it would form part of the Authority's and South Norfolk's Development Plan.

Tim Jickells proposed, seconded by Leslie Mogford.

It was resolved unanimously to make/adopt the Chet Neighbourhood Plan.

Gurpreet Padda rejoined the meeting.

14. Making the Trowse Neighbourhood Plan

Members received the report of the Planning Policy Officer (PPO). The PPO said that this Neighbourhood Plan had reached the end of its production phases which included consultation, examination, and passed referendum. At its meeting on 10 January 2025, the Planning Committee recommended that the Trowse with Newton Neighbourhood Plan be adopted.

Stephen Bolt proposed, seconded by Matthew Shardlow.

It was resolved unanimously to make/adopt the Trowse with Newton Neighbourhood Plan.

15. Biodiversity Net Gain – Off-site provision at Langley Abbey: Legal Agreement

Members received the report of the Catchment and Farming Officer (CFO) on Biodiversity Net Gain (BNG) off-site provision. All new developments needed to provide BNG uplift, however, with some developments that was not possible on-site and therefore they would need to purchase off-site BNG credits to offset any biodiversity loss on-site. In order to be able to do this, there needed to be off-site habitats whereby biodiversity had been uplifted. The Authority had been approached by Langley Abbey with the first of off-site provisions within the Broads which included ditches and grassland to be uplifted which they would then be able to sell as credits to developers. In order to do this, a legal agreement needed to be in place with either a local authority or a responsible body. The CFO said that having these sites within the Broads helped the Authority to work towards the strategic priorities for biodiversity. The Authority would be required to monitor the sites over the 30-year term of the agreement to ensure that the uplift was achieved as set out in section 4 of the report.

A Member asked whether Langley Abbey could claim other credits on the site, how this would work with South Norfolk Council, and who would be responsible for what. The CFO said that Langley Abbey would not be able to claim any other Government funding on the portion of land in question for the same work. The CFO confirmed that the area in question did not border South Norfolk's area and the separate South Norfolk agreement already in place was on another part of the Estate and therefore there would be no issue around this.

A Member commented that this was a great initiative and it had the potential to create 6.6 hectares of wildlife-rich habitat which would make a contribution to the Broads Authority's target in relation to the Nature Recovery Strategy.

A Member asked whether the Broads Authority considered becoming a responsible body and doing it as a conservation covenant for this purpose. The CFO said that the previous BNG Officer looked into this and it was decided not to go down that route. If the Authority was a responsible body, it could hold conservation covenants for land outside its area and it would become a much more onerous obligation.

A Member asked whether the Authority was happy that the land would not be changed which would make the BNG unsustainable. The CFO said that the Habitat Management Monitoring Plan, which had been produced alongside the Section 106 Agreement, set out what Langley Abbey would do to uplift the habitat, any mitigation and risks over the 30-year period, and how that might be adapted in case of any climate change impacts on the site.

A Member commented that he had some nervousness about off-site BNG projects as well as Section 106 arrangements and said that there was a possibility that they could go wrong. The Member did not agree that any further Section 106 agreements should be delegated to the Chief Executive for approval, and suggested that they are taken to the Planning Committee for approval instead. The Member said that the monitoring could be a large undertaking and any future agreements should be considered by the Planning Committee.

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

Tim Jickells proposed, seconded by Tony Grayling.

It was resolved unanimously to approve the Section 106 for Langley Abbey off-site Biodiversity Net Gain unit creation.

16. Scheme of power delegated to Chief Executive and other authorised officers

Members received the report of the Senior Governance Officer (SGO). The SGO said that the report brought together a number of proposed changes to the Scheme of Delegation which covered five areas, as detailed in the report. Further to the comments in the previous item on the delegation of non-planning-related Section 106 agreements to the Chief Executive, the officer recommendation as set out in section 4 of the report was now to amend this to the Planning Committee. The SGO advised that the Terms of Reference of the Planning Committee would need to be amended to reflect this.

Tim Jickells proposed, seconded by Leslie Mogford.

It was resolved unanimously to adopt the revised Scheme of powers delegated to the Chief Executive and other authorised officers together with revised Terms of Reference (as amended) for the Planning Committee.

17. Committee timetable of meetings 2025/26

Members received the report of the Senior Governance Officer (SGO). The SGO said that, as requested by Members last year, the committee timetable of meetings had been brought to Members for approval earlier in the year. Changes have had to be made to the usual schedule to accommodate the statutory deadline for signing the Statement of Accounts, and this had resulted in a reduction of Authority meetings. In addition, it was proposed to reduce the number of Navigation Committee, Planning Committee and HARG meetings. This would enable cost savings to be made without impacting the Authority's duties or decision-making.

The Chair commented that if anything of importance arose, the Chair could call an extraordinary meeting.

Alan Goodchild proposed, seconded by Andrée Gee.

It was resolved unanimously to approve the committee calendar for 2025/26.

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

There were no matters to report under this item.

19. Whitlingham Charitable Trust – Annual Report

Members received the report of the Chief Executive (CE). The CE said that the Broads Authority was a member of the Whitlingham Charitable Trust and on the Members' behalf, he

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

attended the AGM on 11 December 2024. The CE said that he thought Members would be interested in the Annual Report, attached as Appendix 1 to the report, which showed how well the Trust was doing and the accounts showed that they were in a strong position financially.

The CE said that one of the four Trustees appointed by the Broads Authority to the Trust had stepped down, however, the Senior Governance Officer had proposed that the vacancy remained until the call for appointment of Trustees was made in 2026. The CE had consulted the Chair of the Trust on this matter and he supported that view.

20. Minutes to be received

Members received the minutes of the following meetings:

Navigation Committee – 7 November 2024

Planning Committee – 8 November 2024

Planning Committee – 6 December 2024

21. Other items of business

There were no other items of business.

22. Formal questions

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

23. Date of next meeting

The next meeting of the Authority would be held on Friday 14 March 2025 at 10.00am at The King's Centre, 63-75 King Street, Norwich, NR1 1PH.

The meeting ended at 11:52am

Signed by

Chairman

Broads Authority

14 March 2025

Agenda item number 7

Summary of actions and outstanding issues following discussions at previous meetings

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Wherryman's Way footpath on River Chet	26/07/2019	Rob Rogers	Wherryman's Way footpath by River Chet included in priority actions for new Waterways and Recreation Officer. Discussions ongoing with Norfolk County Council.	<p>Updates before July 2023 have been archived and are available to read on Summary of Action reports from previous committee meetings.</p> <p>July 2023: The Community Infrastructure Levy funding application was unsuccessful. The project team are scoping options for proceeding with the £216,000 currently available from the previous funding application. Norfolk County Council (NCC) are meeting with GNGB to establish the feasibility of a reapplication for funding. NCC are also actively looking for alternative funding to support the project.</p> <p>At the Hardley Flood site - there are three major ecological considerations (European protected species) Otters by footpath line - commissioned consultant to report. Water vole - a Norfolk Biodiversity Info report has been requested. Desmoulin's Whorl Snails – very specialist species – awaiting report.</p> <p>Once the ecological reports are completed talks will be held with Natural England regarding next steps. NCC have met with NP Law for advice on statutory duties and legislation for priority for Public Rights of Way or Ecology.</p> <p>At the Bramerton Site – the Broads Authority are working with engineering consultants on a gabion basket and rock roll design for the bank restoration.</p> <p>November 2023: Work still ongoing and habitat assessments are being carried out.</p> <p>January 2024: The 11 January 2024 meeting of the Wherryman's Way stakeholder group was cancelled as there were no new updates, but:</p>	31/12/2021

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Hardley Flood planning application is being prepared by NCC and it is hope it will be submitted by the end of January 2024 Bramerton Planning Application is being finalised by NCC and again it is hoped it will be submitted late January 2024.</p> <p>If both applications are sucessful the partnership work is expected to be completed by May 2024.</p> <p>February 2024: Planning applications (BA2024/0053/FUL) has been received to make repairs to two footbridges and access ramps on footpath 4, south-west of Hardley Flood.</p> <p>April 2024: A planning application will go before the Planning Committee on 26 April 2024. A vole survey is planned for the site on 15 April 2024. At a recent site visit the dredged material (placed two years ago) was observed to have heavily eroded and in places the current path is less than a metre wide and dropping into the river. Meetings with Norfolk County Council are planned to discuss this narrowing of the path and potential remedies and the overall safety of the path</p> <p>May 2024: The planning application for repairs to two foot bridges and provision of access ramps was considered at the Planning Committee meeting on 26 April 2024 and was approved.</p> <p>July 2024: Environmental and funding issues have stalled this project. We continue working with Norfolk County Council to see what delivery can occur at Bramerton and Surlingham.</p> <p>September 2024: NCC has entered a new bid for Bramerton, including work at Hardley. We await the outcome of Norfolk County Council bids.</p> <p>March 2025: Norfolk County Council are still looking into the funding options.</p>	
Responding to Climate Change Emergency	27/09/2019	John Packman	<p>To adopt Climate Change Emergency Statement for the Broads (first report Appendix 1) and principles outlined for BA to:</p> <p>Recognise climate emergency</p> <p>Work toward making the Broads Authority 'carbon neutral' by 2030, with further objective of reducing all carbon emissions to zero by 2040.</p>	<p>September 2022: A member workshop was held on 25 July 2022, and the full report circulated to members. Work is ongoing on the next steps, with a report anticipated for the November Authority meeting.</p> <p>The next phase of Clean Maritime funding, which may allow us to build on the Electrifying the Broads feasibility study, is expected to be announced on 22 September 2022.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			<p>Establish base line for CO2 emissions using a common methodology with NPAs and develop an Action Plan and Monitoring system.</p> <p>Work with constituent local authorities to reduce emissions from domestic, travel and other sources in the Broads across the two counties.</p> <p>Work with farmers, land managers, NFU and Defra to influence land management practices, to maintain and build organic matter and carbon in soil, improve biodiversity and store water to protect against flooding and drought.</p> <p>Work with boating and tourism organisations to continue promoting and developing environmentally friendly boating and sustainable tourism; and</p> <p>Aspire to offsetting carbon emissions locally within the Broads by a Broads offsetting scheme.</p>	<p>November 2022: We are working on various possible bids for external funding to support our climate change work, including the Norfolk Investment Framework. Unfortunately the Clean Maritime Competition Phase III was not suitable for the Electrifying the Broads project, so we are exploring other avenues.</p> <p>December 2022: An update report setting out next steps was presented to the Authority Meeting in December. We will hear in early January the outcome of the bids to the Pioneer Places fund and the Norfolk Investment Framework.</p> <p>February 2023: Pioneer Places bid was not awarded. We have a new possibility of funding through the Local Electric Vehicle Infrastructure Fund award, in partnership with Norfolk County Council, that includes funding for electric pillars in the Broads.</p> <p>June 2023: We have had discussions with the Canal & Rivers Trust and Environment Agency to see what joint work can be done on boating electrification. Round 4 of the Clean Maritime Demonstration Competition is expected to open in July 2023, we will reach out to partners to determine if we can submit a bid. We are drafting a tender for the installation of solar panels at the Dockyard. We have launched a consultation with Visit The Broads members to identify opportunities to use funding from the Norfolk investment Framework to support sustainable tourism.</p> <p>September 2023: We are continuing to work with Norfolk County Council on developing a bid under the Norfolk Investment Framework for Sustainable tourism. Unfortunately the Clean Maritime Demonstration Competition Round 4 has not proved suitable for the Electrifying the Broads project as it does not allow for capital expenditure. The Dockyard solar tender is currently open and will close on 15 September.</p> <p>April 2024: No further update.</p> <p>July 2024: Press release on the National Parks' Race to Zero campaign will be going out this month. Broads Authority has received funding for 3 installations of solar powered cycle pods.</p> <p>November 2024: Planning application for CyclePods at Carlton Marshes Visitor Centre, Salhouse Broad and</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Reedham Ferry to be considered by the Planning Committee in December.</p> <p>January 2025: Planning application for the CyclePods approved. Minutes of the Planning Committee meeting - 6 December 2024</p> <p>March 2025: First of the Cycle Pods to be installed at Carleton Marshes on 11 April.</p>	
'Broads Peat' - A Nature for Climate Peatland Grant Scheme project	23/07/2021	Andrea Kelly	<p>The Broads Peat Project was awarded £785,668 in December 2021 from Defra, as part of the Nature for Climate Peatland Grants Scheme – Discovery Grant which is administered by Natural England. The project budget was revised to £855,831 in December 2022 (the formal Change Control Notice was received from Natural England on 3 January). The project budget was revised to £1,125,831 in April 2023 (the formal Change Control Notice was received from Natural England on 20 April 2023).</p> <p>Broads Peat was initially expected to close in March 2023 - an extension until 31 August 2023 has been granted. Following the Discovery phase, a restoration grant was awarded for Buttle Marsh on 26 August 2023.</p>	<p>Updates up to and including, February 2024 have been archived and are available to read on Summary of Action reports from previous committee meetings.</p> <p>April 2024: Scientific publication being prepared on our assessment of current and future GHG emissions from peat soils in the Broads National Park with Cranfield University. LAPSIP grant has enabled the install of a further 10 peat level cameras with farmers with UKCEH, making the Broads the most significant area for peat level monitoring in the UK. LPAWDP is starting work with BAWAG and partners to engage with farmers across 4 areas of the Broads. Advisers training on peatland and watertable management very well recieved. The water permissions and BNG support was particularly useful.</p> <p>FibreBroads will be in the Innovation Hub at the Norfolk Show again in June.</p> <p>June 2024: Buttle Marsh Restoration - Announcement of additional funding award decision from Natural England to follow the election period. Active dialogue with Environment Agency regarding water abstraction. All FibreBroads work packages on track, including volunteers planted reed and reedmace, planning another 'train the trainer' farm advisers event, guiding them on water voles, watertable assessment, permissions and Countryside stewardship. Preparing for the Innovation Hub again at the Royal Norfolk Show with our partners NUA and Hudson Architects.</p> <p>Two Lowland Agricultural Peatland Grants on track, assessing water table management and forecasting the water storage needs to deliver land-based carbon targets in the Broads peatland.</p> <p>Applied for two Water Restoration Fund grants related to water management.</p>	31/03/2023

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>September 2024: Appointed new contractors for Buttle Marsh securing water abstraction permissions. Developed a novel watertable assessment tool. Modelled water requirements over 2 further farms. Arranged two webinar with Defra, EA, NE, ADA and partners. Planning two further peat cameras and knowledge exchange events with farmers about watertable assessment for Countryside Stewardship.</p> <p>Water Permissions Guide tested by the EA and welcomed, issued for trialling with partners on 30th August for feedback end of September and launching at Farm Adviser event in October.</p> <p>Presenting at Norfolk Landscape Conference and two UK peatland conferences in 2024/25.</p> <p>November 2024: Ran Broads workshops and webinars for 130 local and national peat policy officers, practioners and farmers. Presented projects to Broads Society annual key note presentation.</p> <p>Designing a fen creation project with farmers at Beccles. Created a sponsorship document to secure addtional funding for Buttle Marsh.</p> <p>January 2025: Submitted a costed proposal for a 12-month extension of the FibreBroads project. All work packages are on track, including the two "Lowland Agricultural Peat Projects." A site visit for the Natural England Head of Agriculture is scheduled for February, ahead of the Norfolk Farming Conference. Three films are in production: 1. A farmer raising the water table in the Yare, 2. Peat level cameras, and 3. Horsey paludiculture. The Broads Peat work will also be presented at an upcoming national peat conference in Ely and featured on a national webinar. Water permissions for Buttle Marsh nearing completion. Discussions on the detailed engineering design and flood risk assessment for the reservoir are ongoing. No response yet about the two Water Restoration Fund bids related to water management. Ongoing discussion with landowner at Chapelfield.</p> <p>March 2025: Submitted a costed proposal for a 12-month extension of the Lowland Agricultural Peat Water Discovery Pilot project.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				<p>Finalist in Game Changer category of EDP Clean Green Awards.</p> <p>Water Permissions Guide published Design Guide to Support Water Table and Water Resource Management in the Broads National Park.</p> <p>Short film about Restoring Grazing Marshes at Chestnut Farm Protecting Peatlands in the Broads National Park</p> <p>Short film about Wetland Farming at the Horsey Estate Paludiculture in the Broads National Park</p>	
Funding the waterways of the Broads National Park	26/01/2024	John Packman	To track the progress on making the case for central Government funding to support the maintenance of the Broads waterways.	<p>January 2024: The Board unanimously endorsed the paper and supported the Chairman in writing to the Secretary of State for the Environment.</p> <p>February 2024: Chairman has written to the Minister and local MPs.</p> <p>April 2024: Response received from Defra Minister 18 March 2024. See Appendix to report on National Park Grant.</p> <p>July 2024: Action - New Chair to write to new Minister when appointed on this issue and the costs of external audit.</p> <p>August 2024: Broads Authority Chair has written to the new Minister.</p> <p>March 2025: No response to date. Officers raised the matter on 13 January as part of the Defra Annual Review.</p>	
Appeal under S31 Harbours Act 1964		John Packman	Broads Hire Boat Federation lodged an appeal with the Department for Transport on 11 October 2023, 10 months after Broads Authority decision in January 2023 regarding navigation charges for 2023/24.	<p>22 November 2023: Broads Hire Boat Federation published notice in Eastern Daily Press</p> <p>23 February 2024: Broads Authority submits response</p> <p>March 2024: Decision by Department for Transport expected.</p> <p>April 2024: Awaiting decision.</p> <p>July 2024: Awaiting decision by new Minister</p> <p>March 2025: Awaiting decision</p>	
Capital Programme 2024/25	15/03/2024	John Packman	<p>At the meeting on 15 March 2024 it was reported that a third tranche of capital funding was likely to become available in the form of a further £10 million for the 44 Protected Landscapes in England, £5 million for the AONBs and £5 million for the National Parks, divided equally between them.</p> <p>A bid was submitted to DEFRA for the purchase of five items: the development and build a replacement Ranger launch; a new concrete pump; replacement of four Hilux</p>	<p>March 2024: The Board approved that, subject to Defra's confirmation of a capital grant of £500,000, the Authority implemented the capital expenditure set out in Table 1 of the Capital Programme 2024/25 report of 15 March 2024.</p> <p>April 2024: See report on National Park Grant for update (agenda item 9 - 10 May 2024).</p> <p>June 2024: Defra awarded £500,000 extra funding split as: £250,000 Uplift Capital Funding to purchase a new concrete pump which would be used for the Authority's dredging</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
			(Rangers and CME); a Dipper Arm Extension and Weed Bucket for Fen Excavator; and a Steel Welfare Unit.	<p>activity, dipper arm extension and weed bucket for fen excavator, replacement Hilux vehicles, and a new steel welfare unit; and £250,000 Uplift Revenue Funding which will be placed in the earmarked reserves to support the purchase of the other items: the research, development and delivery of a replacement Ranger launch and the additional replacement vehicles previously identified.</p> <p>August 2024: From the additional Defra grant received in 2024/25 the priority capital items agreed for purchase includes:</p> <ul style="list-style-type: none"> • A new concrete pump system for facilitating dredging operations (awaiting specification of a new system and final procuring from our existing supplier). • Six replacement 4x4 vehicles for use across the operational teams (three delivered with the remainder due by the end of September 2024). • Excavator dipper arm extension for our 14 tonne JCB excavator (on order). • Slotted weed bucket for dyke clearance (on order). • Steel welfare hut (delivered and in use). <p>November 2024: From the additional Defra grant received in 2024/25 the priority capital items agreed for purchase includes:</p> <ul style="list-style-type: none"> • A new concrete pump system for facilitating dredging operations (placing order in December). • Six replacement 4x4 vehicles for use across the operational teams (three delivered with the remainder due first week of November). • Excavator dipper arm extension for our 14 tonne JCB excavator (on order and arriving in next week or two). • Slotted weed bucket for dyke clearance (on order and arrival before Christmas). <p>March 2025: Delivery of new concrete pump to facilitate dredge spoil re-use is due for delivery by 7 March 2025. The final two purchases for delivery by the end of March to complete the expenditure of the additional grant are: a new diesel double-bunded fuel tank to store HVO fuel; and a set of new hardwood excavator mats to facilitate access on soft, wet ground.</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
Haven Bridge	02/04/2024	John Packman	The Great Yarmouth Ports Leisure Users meeting on 2 April had a long discussion regarding the problems with the Haven Bridge. There is a dispute between Peel Ports and Norfolk County Council regarding opening the bridge which is having an adverse impact on commercial and private boat owners based in the Broads.	<p>April 2024: Chief Executive has contacted Norfolk County Council and has been asked to brief the local MP. Awaiting outcome of discussions between Peel Ports and Norfolk County Council.</p> <p>July 2024: Temporary arrangements agreed by Peel Ports and Norfolk County Council have allowed the bridge to open. The Monitoring Officer has written to the Great Yarmouth Port Authority reminding it of its statutory duties.</p> <p>August 2024: Response received from Great Yarmouth Port Authority and meeting to be arranged to discuss Haven Bridge.</p> <p>September 2024: Meeting deferred until after the Port Authority have had their AGM.</p> <p>November 2024: Meeting with users on lifting arrangements on 14 November 2024. Peel Ports proposed that charges be introduced for lifting the bridge and the Port Users Group would formulate a response to that proposal.</p> <p>December 2024: Peel Ports is consulting with the Port Users Group on a proposal to introduce charges for raising the Haven Bridge. The Group has written to the Great Yarmouth Port Authority highlighting Clause 59 of the Great Yarmouth Port and Haven Act 1866 which states that “no charge shall be made in respect of opening the Bridge”. They have also pointed out that the introduction earlier this year of a transit fee on pleasure craft contravenes Clause 113 of the same Act. The Authority is seeking a meeting with the Port Authority and Peel Ports to establish the position.</p> <p>January 2025: Great Yarmouth Port Authority has indicated that the proposed Bridge Lifting Charge "will not be applied for 2025".</p> <p>March 2025: The Chief Executive and Monitoring Officer met with Peel Ports on 19 February and covered a range of issues.</p>	
Landscapes Connections	24/01/2025	Andrew Farrell	To track the progress of the submission of an expression of interest to the National Lottery Heritage Landscape Connection Scheme and the subsequent development of an initial bid ready for submission at the end of 2025.	<p>January 2025: Members authorised the submission of the expression of interest to the National Lottery Heritage Landscape Connection Scheme.</p> <p>March 2025: Further advice given from senior officers at the Heritage Fund on the timings of development funding application and Expression of Interest. Initial application for development funding to cover officer costs to develop the</p>	

Title	Meeting date	Lead officer	Summary of actions	Progress so far	Target date
				Landscape Connections Partnership bid being in the next few weeks.	

Date of report: 27 February 2025

Broads Authority

14 March 2025

Agenda item number 8

Strategic priorities update for 2024/25

Report by Senior Governance Officer

Purpose

This report sets out the final update on progress in implementing the Authority's annual strategic priorities for 2024/25.

Broads Plan context

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

Recommended decision

To note the final update on implementing this year's strategic priorities.

1. Introduction

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

2. Updates

- 2.1. The final update on the agreed strategic priorities for 2024/25 is in Table 1 below.

Table 1

Strategic priorities 2024/25 – progress update

Themes, aims and milestones	Progress	Lead officer
1. Responding to climate change (Broadland Futures Initiative)	Status: On track	Director of Strategic Services

Themes, aims and milestones	Progress	Lead officer
<p>Aim: To implement the next steps of the Broadland Futures Initiative.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Publish at least two editions of the Broadland Futures Initiative BFI newsletter, by March 2025. (ii) Hold at least two meetings of the BFI Elected Members Forum, by March 2025. (iii) Various technical deliverables from BFI consultant including the new hydraulic model expected mid-2024. (iv) Engagement activities, including consultation as required. 	<ul style="list-style-type: none"> (i) Last BFI Newsletter was published in Autumn 2024. Preparing article for the April edition of the “Harnser”. (ii) The Elected Members Forum met on 14 October. Next EMF meeting scheduled for 8 May 2025. (iii) All on track. (iv) A BFI workshop was held with BA members on 14 January 2025. 	
<p>2. Biodiversity crisis response</p> <p>Aim: Co-ordinate and implement with partners the development of strategies and projects, including the three Nature for Climate projects.</p> <p>Milestones:</p> <ul style="list-style-type: none"> (i) Endorsement of Norfolk & Suffolk Local Nature Recovery Strategies (LNRS) – timings to be confirmed by responsible authorities. (ii) To complete the “Broads Authority consideration” of biodiversity actions by 1 January 2024. This is the first requirement of the enhanced Biodiversity Duty introduced in the 2021 Environment Act for local authorities and will consider action to take by the 	<p>Status: on track</p> <ul style="list-style-type: none"> (i) Members approved the public consultation of the draft Norfolk LNRS and Suffolk LNRS at the 25 January 2025 BA meeting. (ii) Completed (as part of iii). (iii) Completed. Broads Nature Recovery Strategy and declaration of a biodiversity emergency approved in November 2024. (iv) Water abstraction licence granted for Buttle Marsh. Discussions on the detailed engineering design and 	<p>Environment Policy Adviser</p>

Themes, aims and milestones	Progress	Lead officer
<p>Broads Authority to comply with the duty.</p> <p>(iii) To review and refresh the Broads Biodiversity and Water Strategy with partners by March 2025.</p> <p>(iv) To implement Nature for Climate Peat restoration project at Buttle Marsh within agreed budget ~£300k and timeline by March 2025.</p> <p>(v) To implement Nature for Climate Paludiculture Exploration Fund 'FibreBroads' project within agreed budget ~£500k and timeline by March 2025.</p>	<p>flood risk assessment for the reservoir are ongoing.</p> <p>(v) Submitted a bid for a 12-month extension of both the FibreBroads and Lowland Agricultural Peat Water Discovery Pilot projects. All work packages are on track. Feasibility studies ongoing for peat restoration at Beccles and Langley Abbey. Natural England Head of Agriculture visited the Broads and discussed Defra investment in water management infrastructure.</p> <p>Three films under way: 1. A farmer raising the water table in the Yare, 2. Peat science, and 3. Horsey paludiculture.</p> <p>The Broads Peat work was presented at a national peat conference in Ely in January.</p> <p>In February, Paludiculture Symposium: Fibrebroads: Cultivating sustainable futures, at Norwich University of the Arts.</p> <p>No response yet about the two Water Restoration Fund bids related to water management.</p>	
<p>3. Local Plan for the Broads</p> <p>Aim: To produce an updated Local Plan for the Broads.</p> <p>Milestones:</p> <p>(i) Preferred Options consultation: March 2024.</p>	<p>Status: On track</p> <p>The transition arrangements for the new NPPF (published in December 2024) allow more time to proceed to publication consultation. This is anticipated to start in summer 2025.</p>	<p>Planning Policy Officer</p>

Themes, aims and milestones	Progress	Lead officer
(ii) Publication consultation: December 2024. (iii) Submission: By end of June 2025. (iv) Adoption: By end of 2026.	Submission would hopefully be by around autumn time.	
<p>4. Farming in Protected Landscapes (FiPL)</p> <p>Aim: To run the FiPL programme and allocate Broads grants to farmers and landowners and support the Broads and Norfolk Coast Land Management Board to allocate their funding.</p> <p>Milestones:</p> <p>(i) Hold six Land Management Board meetings, by March 2025.</p> <p>(ii) Allocate all grant funding to projects, by December 2024.</p> <p>(iii) Engagement activities to promote and showcase FiPL, by March 2025.</p>	<p>Status: On track</p> <p>(i) There have been six FiPL Board meetings – the last was held on 16 December.</p> <p>(ii) £393,452.87 grant funds for 24/25 have been allocated to projects already out of a total original grant budget of £380,785, as the grant pot has been increased with underspend from the admin and advice budgets to £398,785.</p> <p>(iii) The FiPL Officer attended the Norfolk Farming Conference on 11 February.</p>	Catchment & Farming Officer
<p>5. Navigation IT</p> <p>Aim: To replace current tolls system and provide improved online functionality.</p> <p>Milestones:</p> <p>(i) Develop timetable and tender document by June 2024 for amendments to core system and a replacement web interface.</p>	<p>Status: Delivered</p> <p>The upgrade of the internal tolls system to the latest software version has been completed.</p> <p>The replacement online payment system is complete. Existing user accounts have been migrated to the</p>	Head of ICT/Collector of Tolls

Themes, aims and milestones	Progress	Lead officer
(ii) Publish and then review tender responses by end of September 2024. (iii) Award contract (depending on affordability) and agree timescales with contractor.	new platform. Printed toll account, posted on 3 March, contain a unique Personal Identification Number that enable quick and easy signup to online payment. The online application uses one-time passcode security for logon thereby simplifying the current process.	

3. Financial implications

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

Author: Sara Utting

Date of report: 27 February 2025

Background papers: none

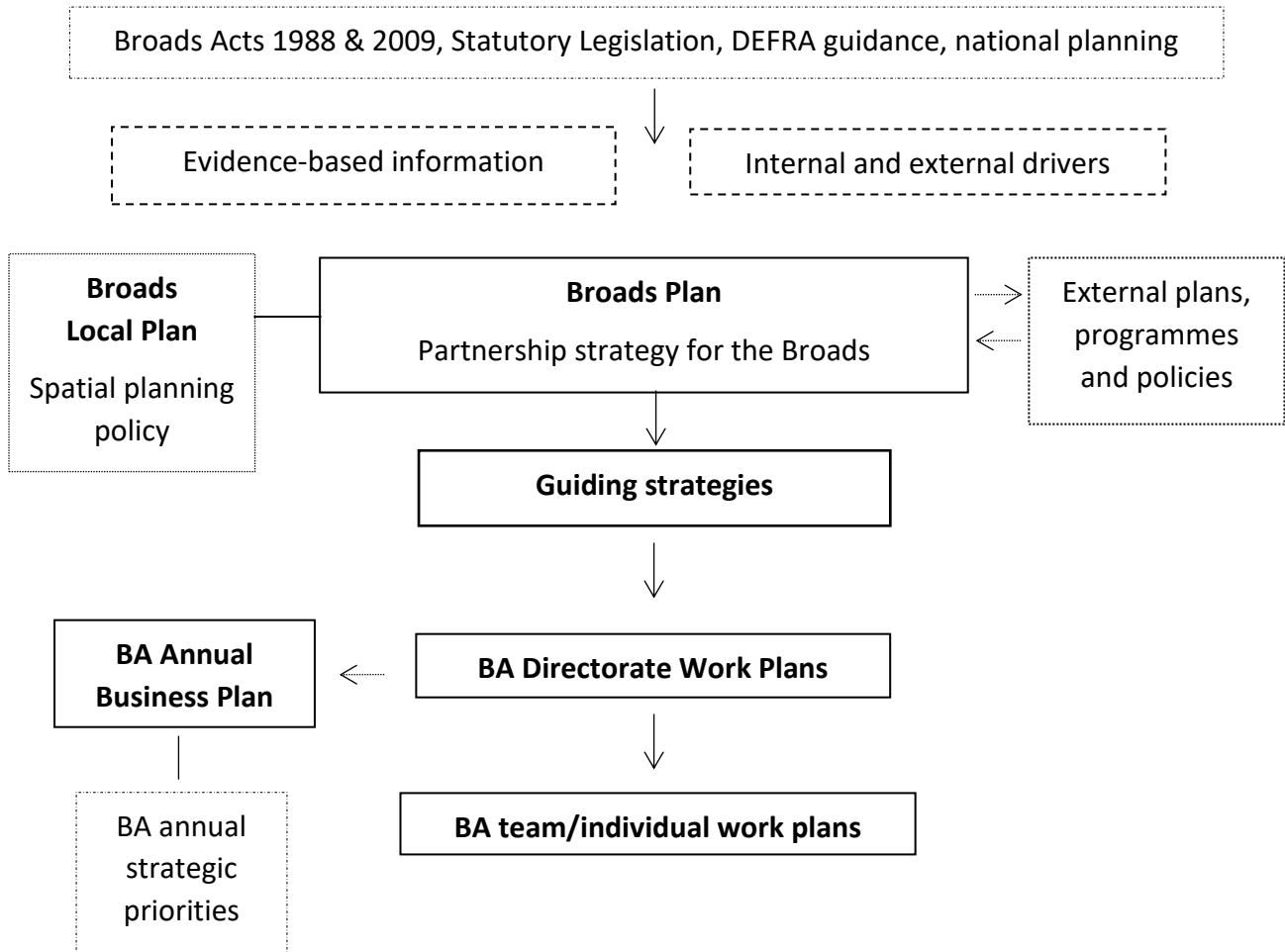
[Broads Plan](#) strategic objectives: all

Appendix 1 – “Golden thread” strategic framework

Appendix 1 – ‘Golden thread’ strategic framework

Fig. 1

‘Golden thread’ strategic framework



Broads Authority

14 March 2025

Agenda item number 9

Draft Annual Business Plan 2025/26

Report by Senior Governance Officer

Purpose

This report presents the Broad's Authority's draft Annual Business Plan for 2025/26.

Broads Plan context

The Annual Business Plan is the link between the Broads Plan and the Authority's work plans, including the annual strategic priorities.

Recommended decision

To adopt the Annual Business Plan 2025/26.

1. Introduction

- 1.1. The Authority's Annual Business Plan gives an overview of work priorities for the financial year. It is the link between the Broads Plan, the strategic partnership plan for the Broads, and the Authority's directorate work plans.
- 1.2. A number of more detailed guiding strategies support the high-level Broads Plan, and a status update on these is included in the Annual Business Plan.
- 1.3. The Broads Plan and guiding strategies may be viewed on the [strategy](#) pages of our website at www.broads-authority.gov.uk

2. Draft Annual Business Plan 2025/26

- 2.1. The draft Annual Business Plan at Appendix 1 sets out planned activity and expenditure for the financial year 2025/26, and a summary of progress against our 2024/25 work plans.

3. Financial implications

- 3.1. All items in the workplans for 2025/26 are within the approved budget at the time of writing. Confirmation from DEFRA on the National Park Grant settlement may require this to be revisited. The indicative revenue and capital allocations for the ten English National Parks, just received, suggests that a review of expenditure plans may be necessary.

4. Risk implications

- 4.1. The Directorate and Corporate Risk Registers will be reviewed in line with the updated workplans.

Author: Sara Utting

Date of report: 27 February 2025

[Broads Plan](#) strategic objectives: all

Appendix 1 – Annual Business Plan 2025/26

Appendix 1- Annual Business Plan 2025/26

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1. Introduction

1.1. Annual Business Plan

This Annual Business Plan outlines the Broads Authority's work plans for 2025/26 and its 3-year financial strategy for 2025/26 to 2027/28.

Our work plans are guided by the Broads Plan, the partnership strategy for the Broads, and we work with many organisations, interest groups and local communities to achieve the vision and objectives for the area. Figure 1 (page 8) shows the 'golden thread' from the Broads Plan to our work plans and other policies, plans and programmes.

1.2. Our functions

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

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

No priority is set between these purposes. It is up to the Authority in any particular instance to decide on their relative priority, supporting its commitment to the integrated management of the Broads.

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

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

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

1.3. Our funding

The Authority's funding is through National Park Grant (NPG) provided by Defra, and navigation income funded by toll payers. Our financial strategy for 2025/26 to 2027/28 is in **Section 3**.

1.4. Context for the year ahead

The Broads Authority reviews its management plan regularly. The current [Broads Plan 2022-2027](#) was adopted in September 2022 following collaborative work with our members and key partners, as well as public consultation. This sets the framework for the period 2022-2027. The plan acknowledges a much greater awareness and urgency of the need to address the impacts

of climate change and flood risk, as well as creating opportunities to inspire and support people in acting to protect this special area. Nature recovery is at the heart of the Plan, and it commits to improve key habitats to help the over 11,000 wildlife species recorded here to recover and flourish, including priority species that are in decline or on the brink of survival.

Maintaining and enhancing the navigation is also at the forefront of the new plan, as we seek to balance the needs of those who visit this special area to enjoy boating and water sports with other responsibilities. This includes objectives to implement a comprehensive dredging and sediment re-use programme, management of riverside trees/scrub, improve safety on the water, maintain and expand riverside facilities, and ambitions to extend access for various types of craft. The plan seeks to ensure that the Broads connects with and inspires a wide range of communities, including young people, those from minority backgrounds and people who may have never been here before.

The Broads Authority employees operate under agile working practices, with many of our office-based staff able to work from home some days of the week, with the prime objective of delivering our services efficiently. This made it possible to reduce the office space, hence making savings and reducing overhead costs. The move to reduced office space was completed in 2024.

As the season starts, as a result of reduced toll income in 2024, the organisation of the Ranger service has been reviewed, with the objective of maintaining Ranger presence on the water in the locations where it is most needed. A Senior Ranger will be dedicated to deal with prosecutions and compliance. Our animated safety videos will continue to be distributed by the hire boat companies to their customers, to enable a safe, responsible and enjoyable visit for all users of the Broads.

While financial pressures have increased with the impact of inflation being significant on the Authority's operations, we must be mindful of other major issues facing the Broads: climate change, and in particular sea-level rise; the long-term decline of biodiversity; the effect of the emerging agricultural support scheme onto our fen and grazing marshes; and the competition for limited water resources.

In November 2024, the Authority declared a Biodiversity Emergency. The aim of the declaration is to raise public and political awareness, emphasising the urgency for immediate action to protect and restore the environment. It will foster stronger partnerships with local stakeholders, encouraging collaboration on critical issues. The Authority also approved the Broads Nature Recovery Strategy (2024-29) (BNRS) which replaces the Broads Biodiversity and Water Strategy (2019-24). The BNRS includes a five-year Delivery Plan which outlines priority actions, either led by the Broads Authority or in partnership with others, as well as projects managed by other organisations working in the Broads. The Strategy will be monitored by the Broads Biodiversity Partnership, a network of organisations, businesses and individuals working collaboratively to enhance habitats and species.

In January 2025, the Authority, in its role as Supporting Authority, approved the public consultation of the draft Norfolk Local Nature Recovery Strategy (LNRS) and Suffolk LNRS. The main purposes of LNRSs are to agree priorities for nature's recovery, map the most valuable existing areas for nature, and map specific proposals for creating or improving habitat. The

Broads Authority is fully engaged in the LNRS process through being included in both Norfolk and Suffolk LNRSs working groups and steering committees.

The Government announced how it will monitor the delivery of Protected Landscapes in January 2023; we are continuing to work with Natural England on the implementation of the [Outcomes Framework](#). We are expecting the final version of the Framework to be completed in the Summer of 2025, and it will be included in the Management Plan review going forwards. Those targets that have been apportioned locally will be implemented through the Broads Nature Recovery Strategy.

As always, working in partnership will be at the heart of any initiative. The Authority owns little land itself but can work with others to support major change.

The Farming in Protected Landscape (FiPL) programme, which started in 2021, has been extended for another year, until March 2026. It is delivered locally through the Broads Authority and Norfolk Coast Natural Landscape. FiPL grants 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.

In December 2024, the Government published a revised National Planning Policy Framework (NPPF). A briefing paper was presented to the Planning Committee in February 2025. Officers will assess the changes to the NPPF and reflect them in the emerging Local Plan. The timeframe for the emerging Local Plan was amended because of the December announcements, and the submission to the Planning Inspectorate is scheduled for December 2025.

1.5. Guiding plans

Through an amendment to the Levelling Up and Regeneration Bill, the legislation for National Park Authorities and the Broads Authority was amended on 26 October 2023. A key change in the Norfolk and Suffolk Broads Act 1988 is at section 17a, that relevant authority shall seek to further the purposes of the Broads Authority, when the previous wording said that relevant authorities shall have regard to the purposes of the Broads Authority. This change is a positive development and provides an opportunity to have discussions as to how we might work more closely to deliver the Authority's purposes. Public bodies are now required to take a much more active role in the preparation and implementation of the Broads Plan for example. This change (which also applied to national landscapes through s.85 (A1) of the Countryside and Rights of Way Act 2000) was tested in court for a development in Dedham Vale National Landscape, with a [January 2025 decision](#) "*...the Secretary of State accepts that the failure to apply the statutory duty to seek to further the purposes of the National Landscape when making the screening decision constitutes an error of law and the outcome might have been different had it been applied.*" The Dedham Vale case is significant as it sends a clear message to public bodies and Government that they must further the purposes of Protected Landscapes, including the Broads.

The [25-year Environment Plan](#) (2018) aims to improve the environment within a generation by setting goals for clean air and water, wildlife, environmental hazards, sustainable resource use, engagement with the natural environment, climate change adaptation, minimising waste and managing exposure to chemicals.

The national legislative framework for nature recovery is set through the 25 Year Environment Plan 2018, The Environment Act 2021, and the Environmental Improvement Plan 2023. The Government has also committed to protect 30% of the land and sea of the UK for nature's recovery by halting the decline in species abundance (the number of individuals from a given species within a given area) and protecting 30% of UK land by 2030.

At a local level, the **Broads Plan** sets a long-term vision and shorter-term objectives and guides more detailed plans, programmes and policies for us and for partners working in the Broads. The [current Plan \(2022-27\)](#) was adopted in September 2022.

Sitting under the Broads Plan are a number of **guiding strategies** (see Appendix 1).

2. Review of last year

2.1. Our financial position

The forecast for the end of 2024/25 reflects a surplus when compared to the Latest Available Budget mainly due to the pay award for staff (as negotiated by the NJC) being less than previously budgeted for and interest rates not falling to levels as budgeted for. Navigation income indicates a decrease of £132,000 which has been offset by the increase in investment income and the delayed works at Potter Heigham and Martham.

The forecast consolidated surplus of £342,301 will be transferred to General (National Park) and Navigation reserve at year end.

It is likely that the Authority will see an underspend in some projects which may result in budget holders submitting carry forward requests. Where this is the case, budget holders will submit carry forwards for the full Authority to consider in May.

Both reserves are forecast to remain above the minimum operating levels at the end of 2024/25. While the budgeted financial position is sustainable in the short to medium term, the fact that National Park income has not risen in line with salary costs means the Authority continues to look at ways to reduce its costs and increase income.

The year-end report to the Authority, when available, will be published on our website at www.broads-authority.gov.uk/about-us/committees/broads-authority

2.2. Progress against work plans

A summary of progress against last year's Directorate work plans is in Appendix 2.

Each year we set a small number of strategic priorities, focused on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. These priorities help us target resources and make the most of partnership working and external funding opportunities. The summary tables in Appendix 2 highlight last's years priorities, and updates are reported regularly to the Broads Authority.

The strategic priorities for 2025/26 are:

- Respond to future flood risk in the Broads that better copes with climate change and sea level rise
- Continue to provide home to thriving wildlife that can adapt to the changing climate

- Implement the five Ps¹ of the Race to Zero Programme to halve emissions by 2030
- Bring significant external funding to deliver Broads Plan objectives
- More people enjoying more activities in the Broads safely
- Support farmers and land managers in carrying out projects which benefit the Broads

3. Financial Strategy 2025/26–2027/28

At the time of writing, we are awaiting confirmation about our 2025/26 National Park Grant settlement, which makes planning difficult. From the indicative allocation for the revenue grant for the ten English National Parks, just received, it looks like the settlement will be a decrease for the following year, which creates pressure for funding future years' salary increases.

Our guiding principles in setting our Financial Strategy from 2025/26 are:

- Salary negotiations for 2025/26 will be in line with the 4% budgeted and increases from 2026/27 onwards are based on a provisional increase of 2%, subject to negotiations with the NJC.
- Staffing levels will remain at 100% of budget. Staff turnover may result in timing differences between vacancy and appointment. Where these savings arise, the forecast will be adjusted accordingly. Overall, full-time equivalents (FTE) represent an approximate reduction of three FTE on permanent contracts in 2025/26 when compared to the budget this time last year of 126 FTE.
- Navigation tolls will be collected in line with the budget and boat numbers will remain as forecast.
- National Park Grant -The Revenue Grant (RDEL) is likely to fall while there is likely to be a capital (CDEL) for 2025/26. The details are subject to confirmation from DEFRA.
- The contributions to the earmarked reserves have been reinstated following the payment holiday in 2024/25.
- Ranger Services patrolling will be reprioritised in 2025/26 to reflect the reduced budget.
- The forecast outturn position for 2024/25 will be delivered in line with budget holders' projections.
- 2025/26 will see the fourth instalment of £50,000 transferred from Navigation reserves to the National Park reserve.
- Maintaining the National Park reserve at 10% of net expenditure plus £100,000 and the Navigation reserve at 10% of net expenditure.

The consolidated financial position looks to return to a deficit position in 2025/26. Both the National Park and Navigation deficit will be balanced through the use of the reserves. The Financial Strategy takes account of the latest boat numbers; a 1% reduction in boat numbers

¹ Pledge; Plan; Proceed; Publish and Persuade

could result in a £45,000 reduction in income. The toll increase allows for the Navigation reserve to maintain the 10% minimum reserve over the next three years.

Our Financial Strategy for 2025/26 – 2027/28 is published on our website: www.broads-authority.gov.uk/about-us/spending/budgets-and-financial-planning. The latest available budget for 2025/26 is at **Table 1**. Detailed Directorate budgets are in the Directorate Work Plans in **Section 4**.

Table 1

Expenditure summary 2025/26 (Note: subject to amendment)

Item by section	National Park £	Navigation £	Consolidated £
Income	(3,469,078)	(4,697,800)	(8,166,878)
Operations	1,427,286	3,520,589	4,947,875
Strategic Services	1,476,954	505,994	1,982,948
Finance & Support Services	989,982	1,161,699	2,151,681
Contributions from earmarked reserves and corporate items	(259,632)	(482,011)	(741,643)
Net (Surplus)/Deficit	165,512	8,471	173,983

4. Directorate work plans 2025/26

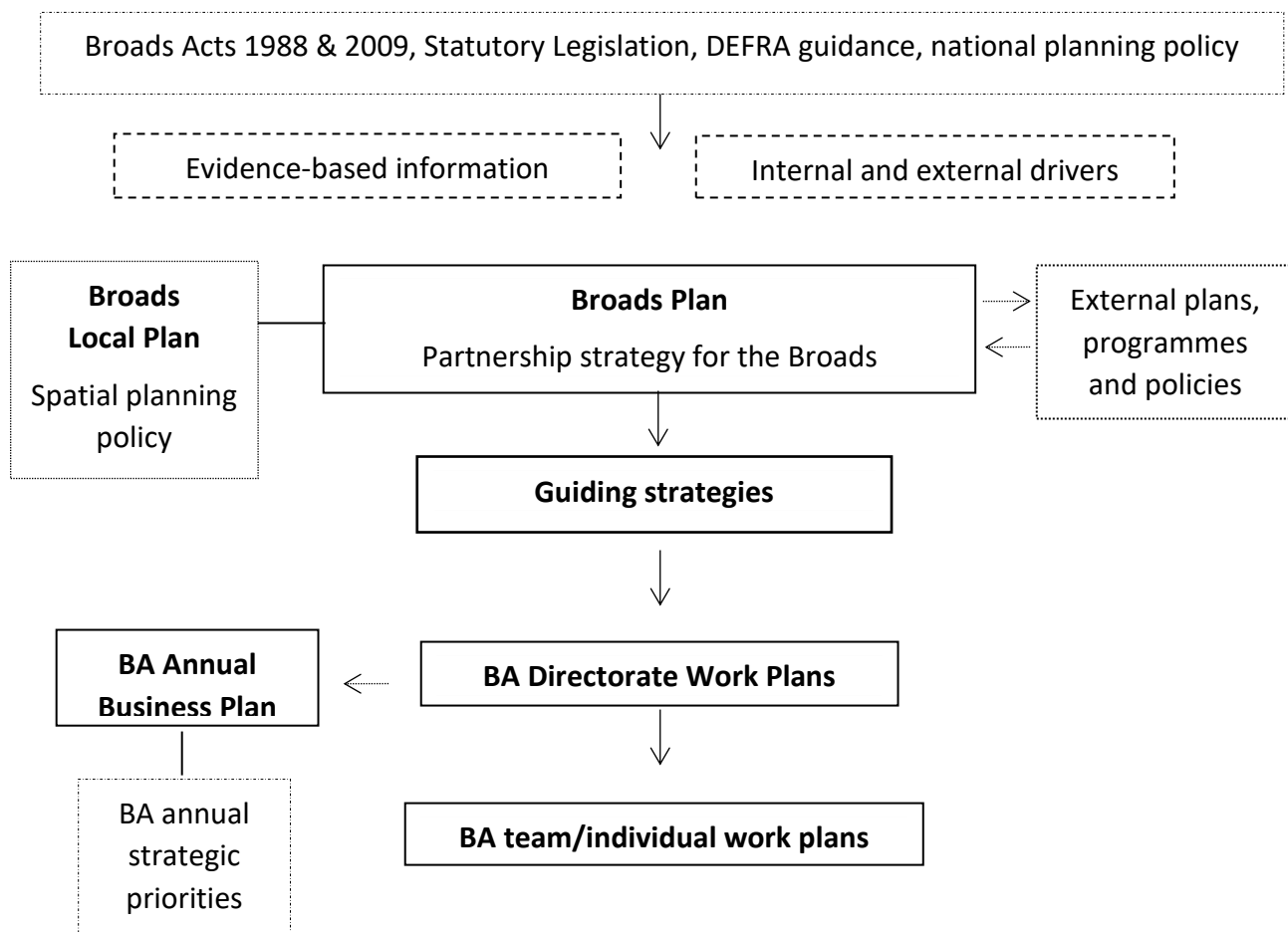
This section outlines the annual work plans for our three Directorates:

- Finance and Support Services Directorate
- Operations Directorate
- Strategic Services Directorate

Appendix 2 shows progress against last year’s work plans. **Fig.1** shows the link between the Broads Plan, which sets the high-level strategic direction for the Broads, and our Directorate work plans.

Our staffing structure chart is at www.broads-authority.gov.uk/about-us/who-we-are/staff.

Fig. 1
 'Golden thread' strategic framework



4.1. Finance and Support Services Directorate

The Finance Directorate includes the Monitoring Officer, Legal Services, Governance, Financial Services, Tolls, IT and Asset Management.

Table 2

Finance Directorate: Work plan 2025/26 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
FD1	Strategic planning and governance	Produce Annual Governance Statement and Code of Corporate Governance; monitor and update Corporate/Directorate Risk Registers, monitor and update the strategic priorities.
FD2	Strategic planning and governance	Provide admin support to CEO, Chairs and Authority members, incl. servicing of committees, member training and allowances.
FD3	Financial Services	Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for DLUHC/ CIPFA/ HMRC, Treasury Management; annual insurance renewal.
FD4	Financial Services	Review additional savings and income generation opportunities to reduce pressure on the budget. Project manage the downsizing of head office.
FD5	Financial Services	Prepare insurance tender for contract award 2026/27
FD6	Development at key sites, asset management	Monitor Authority-owned assets, incl. negotiations of leases, additions and disposals; maintain assets database.
FD7	ICT	Provide ICT support service. Deliver priority projects in corporate ICT plans, including investigating a new planning system.
FD8	Tolls	Collect and process toll income and prepare potential prosecutions.

Table 3

Finance and Support Services Directorate - Expenditure 2025/26

Item by section	National Park Grant £	Navigation £	Consolidated £
Legal	60,000	35,000	95,000
Governance	135,585	139,105	274,690
Office Expenses	22,914	11,286	34,200
Chief Executive	84,596	55,394	139,990
Asset Management	43,582	75,158	118,740
Finance and Insurance	270,964	332,136	603,100
Collection of Tolls	0	236,570	236,570
ICT	276,641	227,750	504,391
Head Office	95,700	49,300	145,000
Total	989,982	1,161,699	2,151,681

4.2. Operations Directorate

The Operations Directorate includes Construction, Maintenance & Ecology (CM&E), Ranger Services and the Safety Management Team.

Activity for the CM&E Team in 2025/26 is apportioned at 70% Navigation/30% National Park (20% conservation and 10% recreation). We regularly report on our delivery within CM&E and safety management to the Navigation Committee.

Ranger team apportionment has been amended to 80% Navigation/20% National Park to reflect the time spent on the respective tasks. Ranger Teamwork plans and priorities are agreed at area level, according to local priorities.

Table 4

Operations Directorate: Work plan 2025/26 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
OD1	Broads Authority operations carbon neutral by 2030 [A2]	(BA strategic priority Responding to Climate Change) Install photovoltaic panels onto the dockyard office roof. The power generated will charge the electric vehicles, with any surplus feeding into the site to reduce mains power usage.
OD2	Maintain Navigation water depths (C1)	2025/2026 Dredging areas: Upper Yare – Postwick Viaduct to Trowse Swing Bridge Upper Thurne – Martham and Somerton
OD3	Enhance areas of fen, grazing marsh and wet woodland [B3]	(BA strategic priority Biodiversity Crisis Response) Conservation management on 22 sites Six of which are BA-owned & sixteen sites which are managed through management agreements with third parties Includes use of specialist fen harvester & Truxor
OD4	Manage water plants (C3)	Between April and October, water plants are managed within the following river stretches: River Ant – Tyler's Cut to Wayford Bridge River Bure – Coltishall to Belaugh & Caen Meadow River Thurne – Martham Ferry to West Somerton, Waxham Cut, marked channel within Hickling Broad (inc. Catfield Dyke)

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
		River Waveney – Geldeston Dyke, Waveney Meadow to Beccles New Bridge, Beccles to Aldeby River Yare – New Mills to Thorpe Island (inc Thorpe New Cut), marked channel within Rockland & Bargate Broads
OD5	Manage bankside trees and scrub (C3)	The 2025 – 2026 work programme has identified 2000m of river edge management as part of the 5-year plan to manage riverside banks. Landowners are agreeing to these areas.
OD6	Implement and monitor management regimes for priority species [B4]	(BA strategic priority Biodiversity Crisis Response) Carry out species surveys of water plants in main river stretches managed for navigational purposes
OD7	Management of moorings, slipways and waterside infrastructure	Martham Bank Potter Heigham -De-masting mooring Ranworth
OD8	Develop good practices for sediment reuse	Sediment is reused for agricultural benefit by spreading dried material on land (addition of organic matter). The sediment side cast alongside rivers strengthens flood banks as part of the Environment Agency's maintenance work.
OD9	Maintain Navigation Access [C2]	Complete Mutford Lock work.
OD10	Improve safety standards and users' behaviour on the waterway (C4)	Manage navigation aids and up-to-date reference on GIS mapping; carry out navigation infrastructure inspection and maintenance regimes to agreed annual schedules, incl. full review of navigational posts.
OD11	Improve safety standards and users' behaviour on the waterway (C4)	Through rigorous checks and reviews, ensure adherence to boat safety measures, including maintaining an up-to-date Safety Management System and compliance to the Boat Safety Scheme

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
OD12	Improve safety within paddle sport hire industry	Through audit, spot checks and on-site observations, ensure compliance with the Hire Boat Licensing codes.
OD13	Improve safety within Hire Boat industry. [C4]	Ensure compliance with the latest revised version of the Hire Boat Code (April 2021) through licensing, on-site checks, and auditing of Hire Boat operators.
OD14	Safety Signage [C4]	Manage and maintain navigational aids, carry out regular infrastructure inspections, identify works, and agree on annual repair schedules.
OD15	Safety Management [C4]	Consistently apply byelaws and other powers to ensure safe use of the Broads by all water users, including water skiing, power boat racing and paddle sports. Ensure compliance against existing agreements in place to promote safe use and develop new ones where issues arise.
OD16	Broads Authority Ranger Safety Provision [C4]	Promote and improve waterways' safety and security for all recreational users through ranger patrolling, events, training, and guidance.
OD17	Development at key sites [E1]	Progress re-piling of the river edge at Hoveton Riverside Park and development of a partnership approach for ongoing site maintenance.
OD18	Integrated physical access network and riverside facilities [E1]	(BA strategic priority more people enjoying more activities in the Broads safely) Implement the Broads Integrated Access Strategy, using details from the public consultation process, incorporate valid suggestions and develop key deliverables with the 2025/26 programme year.

Table 5

Operations Directorate: Expenditure 2025/26

Item by section	National Park Grant £	Navigation £	Consolidated £
Construction & Maintenance	756,454	1,011,026	1,767,480

Item by section	National Park Grant £	Navigation £	Consolidated £
Equipment, Vehicles and Vessel	202,950	473,550	676,500
Water Management	5,500	95,780	101,280
Land Management	(102,950)	0	(102,950)
Waterways & Recreation Strategy	0	6,400	6,400
Practical Maintenance	130,640	400,575	531,215
Ranger Services	208,822	1,141,288	1,350,110
Safety	42,894	98,586	141,480
Project Funding	13,650	1,350	15,000
Operational Property	104,797	195,243	300,040
Operations Management & Admin	64,528	96,792	161,320
Total	1,427,285	3,520,590	4,947,875

4.3. Strategic Services Directorate

The Strategic Services Directorate includes Development Management, Strategy and Projects, Human Resources, Volunteer Services, Communications, Visitor Services and Education.

Table 6

Strategic Services Directorate: Work plan 2025/26 (summary)

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
SD1	Climate change planning incl. flood risk management [A1]	(BA strategic priority) Implement next steps of the Broadland Futures Initiative programme, including the modelling of actions and starting the initial appraisal. Review of the communications strategy and delivery of engagement activities, including newsletters. Second workshop with BA members (early 2026).
SD2	Climate change planning incl. flood risk management [A2, A3]	(BA strategic priority) Refresh Climate Action Plan by summer 2025. Develop plan towards more zero-emission boating. Continue reporting under the Race to Zero Framework, completing the second report by September 2025.
SD3	Strategy and project planning [B3]	(BA Strategic priority) Implement the Buttle Marsh project, funded through the DEFRA Nature for Climate Peatland Grant Scheme, to agreed schedule, and record lessons learnt from the project.
SD4	Strategy and project planning [B3]	Subject to funding, coordinate and implement with partners the extension of the FibreBroads project, funded through the Defra Nature for Climate: Paludiculture Exploration Fund, to agreed schedule, and record lessons learnt from the project.
SD5	Strategy and project planning [B3]	(BA Strategic priority) Continue to work with DEFRA and Natural England on the implementation of the Outcomes Framework. We are expecting the final version of the Framework to be completed in the Summer of 2025.
SD6	Biodiversity and agriculture [B1, B2, B3, B4, B5]	(BA Strategic priority) Implement Year 1 of the Broads Nature Recovery Action Plan.

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
		Respond to the consultations about Norfolk and Suffolk Local Nature Recovery Strategies.
SD7	Biodiversity and agriculture [various]	(BA strategic priority) Run the Farming in Protected Landscape programme and support the Broads and Norfolk Coast Land Management Board to allocate funding. Publish case studies showing projects completed in the Broads.
SD8	Broadland Rivers Catchment Plan [B2 and others]	Implement small-scale local interventions and river enhancement projects across catchment.
SD9	Biodiversity and agriculture [B2, B3]	Subject to funding (from PEF+), deliver the next steps of the Horsey water filtration and wet farming demonstration project (as part of the FibreBroads project – see SD3) including harvest and crop use (for thatching and acoustic panels). Subject to funding (from Environment Agency), develop the pipeline of peatland restoration projects with farmers, as part of an extension to the Lowland Agriculture Peatland Water Discovery Project.
SD10	Priority species and invasive non-native species management [B4]	Develop and cost projects for the key species that maintain a UK stronghold in the Broads. Support the development of species translocation outside of the Broads, including contribution to development of eDNA technique for invertebrates. Monitor Deer population (drone count), publish results showing impacts in Broads wetland habitats, and discuss future management strategies. Support mink and floating pennywort control. Survey bittern, swallowtail butterfly, fen, and water plants in key areas. Collate data for monitoring water level in fen habitats to support adaptive management approaches.
SD11	Mental health and well-being [F1]	Include projects addressing mental health and well-being in the Landscape Connections bid to the Lottery.
SD12	External Funding [Themes B, D, E, F]	(BA strategic priority)

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
		Develop partnership arrangements for a significant project “Landscape Connections” and submit bid to the Lottery.
SD13	Communications [E1, E2, E3]	Promote Broads National Park through branding guidelines and action plan; manage Authority’s events programme, PR and media engagement, incl. support to key partnership projects.
SD14	Communications [E3]	Operate Authority’s information centres and yacht stations to provide a high standard of service to the public. To highlight the breadth of activities available in the Broads, including information regarding accessibility, with relevant and appropriate safety messaging.
SD15	Communications [A3, E2, E4, F5]	Develop a collaborative plan of action for the delivery of year 1 of the Recreation and Tourism Strategy 2024-29. Provide support for the new Suffolk and Norfolk (Local Visitor Economy Partnership (LVEP) and the associated Destination management Plan along with continued partnership workings with Visit the Broads to promote the Broads National Park.
SD16	Education [F3]	Implement Education Strategy annual action plan, incl. Broads Curriculum, work placements, and award schemes. Subject to funding (from the Prudence Trust), deliver additional youth engagement work. Seek funding to extend and develop target audiences particularly 8-18 year olds from local areas of high social deprivation, Norwich, Great Yarmouth and Lowestoft.
SD17	Development management [F4]	Review of the Local Plan for the Broads for adoption in 2026 (estimated).
SD18	Development management [F4]	Provide high quality planning service, including determining applications to national targets, providing free pre-application advice, investigating alleged breaches of Planning & Listed Building Consent including condition and s106 monitoring, and resolving breaches of control; conduct annual Customer Satisfaction Survey.

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
SD19	Development management [F4]	Engage with District Councils on Land Registry changes to ensure records are accurate prior to migration. Work remaining to migrate 4 districts' charge data (NNDC, GYBC, BDC and ESC).
SD20	Landscape Character and Historic Asset Management [D3]	Adopt Conservation Area Appraisal for Neatishead. Commence work on next Conservation Area Appraisal.
SD21	Landscape Character and Historic Asset Management [D2, F1, F2]	Endorse an updated Landscape Character Assessment for the Broads.
SD22	Landscape Character and Historic Asset Management [D1, F4]	Adopt and publish a Design Guide for the Broads.
SD23	Landscape Character and Historic Asset Management [D1, F5]	Support NCC in their bid to repair and restore some of their built heritage assets.
SD24	Active Travel [E1]	Adopt Local Cycling and Walking Infrastructure Plans (LCWIP) for the Broads, as part of the work funded by Active Travel England.
SD25	Undergrounding wires programme [D4]	Through the Steering Group, promote the implementation of undergrounding wires projects, funded by UK Power Networks.
SD26	Volunteer Service [F2]	Implement Volunteer Strategy annual action plan, including bespoke induction training programme (relevant to the role), Authority and local community project support, promotional events, recruitment of new volunteers as required.

Ref	Work area [Broads Plan refs]	Planned priority actions 2025/26
SD27	Human Resources	Provide routine HR support services to the Authority's staff, including payroll and pension management and occupational health; support flexible working opportunities through HR policy and recruitment; provide support for recruitment needs, including annual intake of apprentices; review and update HR policies as appropriate.
SD28	Human Resources	Run "Best Companies" staff survey during 2025.
SD29	Strategic Services administration	Provide administrative support to directorate officers and committees/working groups.

Table 7

Strategic Services: Expenditure 2025/26

Item by section	National Park £	Navigation £	Consolidated £
Development Management	522,941	5,329	528,270
Strategy and Projects	262,710	29,758	292,468
Biodiversity	8,520	0	8,520
Communications	296,670	100,510	397,180
Visitor Services	142,495	223,035	365,530
Human Resources	92,934	85,786	178,720
Volunteers	51,137	18,913	70,050
Strategic Services Management and Admin	99,547	42,663	142,210
Total	1,476,954	505,994	1,982,948

Appendix 1 – Guiding strategies

The Broads Plan is the key partnership strategy that sets the long-term vision and objectives for the Broads. Under this high-level plan sit more detailed guiding strategies, which generally focus on a single theme and cover a short-term period. Table 8 shows the status of those strategies for the Broads where the Broads Authority is a lead or key delivery partner.

Read our strategies here: www.broads-authority.gov.uk/about-us/how-we-work/strategy

Table 8

Guiding strategies

Strategy and scope	Lead	BA contact	Status
<p>Broads Plan</p> <p>Key partnership management plan for the Broads</p>	Broads Authority	Director of Strategic Services	Adopted 2022 Review date: 2027
<p>Local Plan for the Broads</p> <p>Spatial planning policy used in determining planning applications within the Broads Executive Area</p>	Broads Authority	Planning Policy Officer	Adopted May 2019 Review date: 2024-2025 for adoption in 2026 (estimated)
<p>Broads Nature Recovery Strategy</p> <p>Implementing Nature Recovery in the Broads</p>	Broads Biodiversity Partnership	Environment Policy Adviser	Adopted 2024 Review date: 2029
<p>Broadland Rivers Catchment Plan</p> <p>Managing water quality and quantity in the catchment</p>	Broadland Catchment Partnership	Catchment Partnership Officer	Adopted 2014 Review under way for adoption in 2025. Action plan under ongoing review.
<p>Climate Change Action Plan</p> <p>Reducing our carbon footprint towards net zero.</p>	Broads Authority	Carbon Reduction Project Manager	Adopted 2022 Review date: 2025
<p>Waterways Management Strategy</p> <p>Managing the Broads waterways, and prioritisation of the maintenance requirements and programmes</p>	Broads Authority	Head of Construction, Maintenance & Ecology	Adopted 2021 2022-27 Action Plan Review date: 2027
<p>Education Strategy for the Broads</p>	Broads Environmental	Education Officer	Adopted 2023

Strategy and scope	Lead	BA contact	Status
Formal environmental education and wider outreach in the Broads	Education Network		5-year action plan in place. Review date: 2028
Integrated Access Strategy for the Broads Improving access facilities and links to and between land and water in the Broads, and wider access	Broads Local Access Forum	Waterways & Recreation Officer	Adopted 2024 Rolling 3-year action plan in place. Review date: 2027
Recreation and Tourism Strategy Promoting and managing tourism within the Broads and wider 'area of tourism influence'	Broads Tourism	Head of Comms	Adopted 2024 5-year action plan Review date: 2029
Volunteer Strategy for the Broads Promotion, recruitment, training and administration of BA Volunteer Service	Broads Authority	Volunteer Coordinator	Adopted 2022 5-year action plan in place Review date: 2028
BA Financial Strategy Managing the use of the BA's financial resources	Broads Authority	Director of Finance	3-year rolling strategy adopted annually in January

Appendix 2 – Progress against Directorate work plans 2024/25

Key 1

Progress status in tables 9 to 11

Progress	Details
Good	Progressed to agreed schedule or ongoing routine, no problems identified
Completed	Fixed term project, completed
Some	Some progress, delays or challenges in delivery
Not achieved or withdrawn	Work did not proceed

Table 9

Finance and Support Services Directorate: Progress against work plan 2024/25

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (explanatory note)
FD1	Strategic planning and governance	Review of Standing Orders following the implementation of the recommendations from external review into the independent complaint.	Completed November 2024
FD2	Strategic planning and governance	Produce Annual Governance Statement and Code of Corporate Governance; monitor and update Corporate/Directorate Risk Registers, monitor and update the strategic priorities.	Good
FD3	Strategic planning and governance	Provide admin support to CEO, Chairs and Authority members, incl. servicing of committees, member training and allowances.	Good
FD4	Financial Services	Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for DLUHC/ CIPFA/ HMRC, Treasury Management; annual insurance renewal.	Good

FD5	Financial Services	Review additional savings and income generation opportunities to reduce pressure on the budget. Project manage the downsizing of head office.	Good Completed, new lease commenced 19/08/24.
FD6	Financial Services	Tender for a new accounts package to be operational prior to 06/03/25.	Completed, new system went live 13/11/24.
FD7	Development at key sites, asset management	Monitor Authority-owned assets, incl. negotiations of leases, additions and disposals; maintain assets database.	Good
FD8	ICT	Provide ICT support service. Deliver priority projects in corporate ICT plans, including supporting the downsizing of the head office.	Good
FD9	ICT	(BA strategic priority) Progress tolls system project by developing specification and tender preparation by June 2024.	Completed
FD10	Tolls	Collect and process toll income and prepare potential prosecutions.	Good

Table 10

Operations Directorate: Progress against work plan 2024/25

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (explanatory note)
OD1	Broads Authority operations carbon neutral by 2030 [A2]	(BA strategic priority Responding to Climate Change) Install photovoltaic panels onto the dockyard office roof. The power generated will charge the electric vehicles, with any surplus feeding into the site to reduce mains power usage.	Deferred to 2025/26 for a new open tender
OD2	Maintain Navigation water depths (C1)	2024/2025 Dredging areas: River Yare (Rockland Broad to Bargate Broad) 15,000m3.	Completed. Catfield Dyke dredging has been

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (explanatory note)
		<p>Upper Bure – Continued from last year</p> <p>Upper Ant – Finishing Stalham Dyke - 5000m3.</p> <p>Catfield Dyke – Just under 4,000m3</p>	cancelled in 24/25, as priority for repiling the 24 hour mooring was withdrawn.
OD3	Enhance areas of fen, grazing marsh and wet woodland [B3]	<p>(BA strategic priority Biodiversity Crisis Response)</p> <p>The 2024-2025 work plan has over 390 hectares of habitat land to be managed, with various projects ranging from scrub clearance, water level management and conservation mowing/grazing.</p>	Good
OD4	Manage water plants (C3)	<p>Between April and October, water plants are managed within the following river stretches:</p> <p>River Ant – Tyler's Cut to Wayford Bridge</p> <p>River Bure – Coltishall to Belaugh & Caen Meadow</p> <p>River Thurne – Martham Ferry to West Somerton, Waxham Cut, marked channel within Hickling Broad (inc. Catfield Dyke)</p> <p>River Waveney – Geldeston Dyke, Waveney Meadow to Beccles New Bridge, Beccles to Aldeby</p> <p>River Yare – New Mills to Thorpe Island (inc Thorpe New Cut), marked channel within Rockland & Bargate Broads</p>	Good
OD5	Manage bankside trees and scrub (C3)	As part of the 5-year plan to manage riverside banks, the 2024 – 2025 work programme has identified 2000m of river edge management. These areas are being agreed and consented with landowners.	Good
OD6	Implement and monitor management	(BA strategic priority Biodiversity Crisis Response)	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (explanatory note)
	regimes for priority species [B4]	Carry out species surveys of water plants in main river stretches managed for navigational purposes	
OD7	Management of moorings, slipways and waterside infrastructure	<p>Potter Heigham Repps Bank 24 hour mooring wooden barge board re-piling work along entire 145 metres. Work planned for April/ May 2024</p> <p>Potter Heigham demasting 24-hour mooring 36 metres steel re-piling and refurbishment planned for autumn/ winter 2024/25</p> <p>Catfield Staithe 24 hour mooring 36 metres steel re-piling and refurbishment (dependent on progress on other dredging tasks).</p> <p>Ranworth 24-hour mooring wood and steel re-piling and refurbishment 20 metres with additional timber refurbishment in the 35-metre dinghy dyke including reinstating paths and some new signage.</p> <p>Wroxham Broad Island upstream 24-hour mooring 60 metres timber capping, waling and back-rail refurbishment.</p> <p>Ranworth dinghy dyke western side, replace waling, capping & back-rail.</p> <p>North Cove 24-hour mooring replace all 45 metres timber capping, waling and back-rail.</p> <p>Rockland short dyke 24-hour mooring, replace and repair damaged areas of waling, capping and back-rail.</p> <p>Sutton Staithe no 2 24-hour mooring repairs to capping/ waling.</p> <p>Postwick wharf 24-hour mooring replace all 32 metres timber waling and back-rail</p>	All completed, other than Potter Heigham demasting 24-hour which is deferred to 2025/26 and Catfield Staithe which has been deprioritised for the time being.

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (explanatory note)
		<p>including replacement of path back-rail and reinstate path/ top up with aggregate.</p> <p>Somerleyton 24-hour mooring path upstream section approx. 35 metres, replace path back-rail, raise type one path.</p> <p>Various 24-hour mooring safety chain replacements for lower reaches on Bure/ Waveney and Yare.</p>	
OD8	Develop good practices for sediment re-use.	<p>Sediment reuse sites for 2024/25</p> <p>Upper Bure 20,000m³ of sediment being reused on Wroxham Home Farm (Trafford Estate) as soil conditioner on 21Ha of arable land.</p> <p>River Yare, Rockland and Bargate Broads being dredged (15,000m³). Sediment being used to strengthen existing flood defences, by EA along Postwick Marsh & Rockland Short Dyke</p>	<p>Completed</p> <p>Good</p>
OD9	Maintain Navigation Access [C2]	Assist Network Rail plan and prioritise refurbishment plans for Somerleyton, Reedham & Oulton swing Bridges. Work with other bridge operators to ensure bridges open to allow access and opening information is shared to navigators.	Good
OD10	Improve safety standards and users' behaviour on the waterway (C4)	Manage navigation aids and up-to-date reference on GIS mapping; carry out navigation infrastructure inspection and maintenance regimes to agreed annual schedules, incl. full review of navigational posts.	Good. All checks completed on schedule.
OD11	Improve safety standards and users' behaviour on the waterway (C4)	Through rigorous checks and reviews, ensure adherence to boat safety measures, including maintaining an up-to-date Safety Management System and compliance to the Boat Safety Scheme	SMS reviewed in 2024 and next review scheduled for March 2025. Boat safety scheme compliance

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (explanatory note)
			thoroughly monitored and actions progressed.
OD12	Improve safety within paddle sport hire industry	Through audit, spot checks and on-site observations ensure compliance with the Hire Boat Licensing codes.	Good. Checks took place and completed.
OD13	Improve safety within Hire Boat industry. [C4]	Ensure compliance to the latest revised version of the Hire Boat Code (April 2021), through licensing, onsite checks and auditing of Hire Boat operators.	Good. Checks took place and completed.
OD14	Safety Signage [C4]	Manage and maintain navigational aids, carry out regular infrastructure inspections, identify works and agree annual repair schedules.	Good.
OD15	Safety Management [C4]	Consistently apply byelaws and other powers to ensure safe use of the Broads by all water users including water skiing, power boat racing, wild swimming and paddle sports. Ensure compliance against existing agreements in place to promote safe use and develop new ones where issues arise.	Good All reported incidents investigated, and action taken as per Enforcement policy.
OD16	Broads Authority Ranger Safety Provision [C4]	Through ranger patrolling, events, training and guidance, promote and improve waterways all recreational user safety and security.	Good. Patrolling targets achieved. Super safety days held across area.
OD17	Development at key sites [E1]	Progress re-piling of the river edge at Hoveton Riverside Park and develop a partnership approach for the on-going maintenance of the site.	Good
OD18	Integrated physical access network and riverside	Implement the Broads Integrated Access Strategy, using details from the public consultation process, incorporate valid	Some progress. Mooring targets within the IAS are

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (explanatory note)
	facilities [E1]	suggestions and develop key deliverables with 2024/25 programme year.	priority for 2025/26

Table 11

Strategic Services Directorate: Progress against work plan 2024/25

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
SD1	Climate change planning incl. flood risk management [A1]	(BA strategic priority) Implement next steps of the Broadland Futures Initiative programme, including the development of the modelling which is expected in 2024. Workshop with BA members in 2024.	Some (The modelling took longer than initially planned)
SD2	Climate change planning incl. flood risk management [A2, A3]	(BA strategic priority) Implement agreed actions in the Authority's Climate Change Action Plan as presented to members in December 2022. Monitor and report progress towards carbon neutrality in the BA operations.	Good
SD3	Climate change planning incl. flood risk management [A3]	(BA Strategic priority) Implement the Buttle Marsh project, funded through the DEFRA Nature for Climate Peatland Grant Scheme, to agreed schedule.	Some (Gained water abstraction licence but design of the scheme not finalised yet)
SD4	Strategy and project planning [B3]	Coordinate and implement with partners the FibreBroads project, funded through the Defra Nature for Climate:	Good (Extension requested in January 2025 – awaiting outcome)

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
		Paludiculture Exploration Fund, to agreed schedule.	
SD5	Strategy and project planning [B3]	Prepare apportionment of the Broads targets set out in the Government targets and outcomes framework, with support from Natural England.	Good (the targets that have been apportioned locally will be implemented through the Broads Nature Recovery Strategy)
SD6	Biodiversity and agriculture [B1, B2, B3, B4, B5]	Review the Biodiversity & Water Strategy Action Plan toward the development of the Broads Nature Recovery Strategy, aligning with the Biodiversity Duty Report requirements from the Environment Act 2021 (Broads Biodiversity Partnership).	Completed (Adopted November 2024)
SD7	Biodiversity and agriculture [various]	(BA strategic priority) Run the Farming in Protected Landscape programme and support the Broads and Norfolk Coast Land Management Board to allocate funding.	Good
SD8	Broadland Rivers Catchment Plan [B2 and others]	Implement small-scale local interventions and river enhancement projects across catchment.	Good
SD9	Biodiversity and agriculture [B2, B3]	Deliver the next steps of the Horsey water filtration and wet farming demonstration project (as part of the FibreBroads project – see SD3) including monitoring plant growth, water filtration and biodiversity through novel bioacoustics, as	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
		well as continuing to plant open areas.	
SD10	Priority species and invasive non-native species management [B4]	Target FiPL funding to support nature recovery. Launch the Important Invertebrate Area for the Broads. Develop and cost projects for the key species that maintain a UK stronghold in the Broads. Support the development of species translocation development outside of the Broads, including contribution to development of eDNA technique for invertebrates. Support monitoring of <i>N. pipistrelle</i> (bat) maternity roosts and first time understanding of their migration from the Broads. Co-ordinate knowledge share on deer to support reedbed, heath and woodland enhancement across NE Norfolk. Support mink and floating pennywort control. Survey bittern, swallowtail butterfly, fen, and water plants in key areas.	Good
SD11	Mental health and well-being [F1]	As part of the legacy of WMM, submit funding bid with partners for external funding to implement Norfolk Landscapes for Wellbeing project.	Withdrawn (Did not get funding)
SD12	Mental health and well-being [F1]	Develop and implement with partners phase 2 of the Living in Changing Landscapes project. Submit research bid to AHRC in partnership with Norwich University of the Arts and Anglia Ruskin University.	Good (NUA funded workshops engaging communities in Great Yarmouth around climate change, flooding and coastal erosion)

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
SD13	Communications [E1, E2, E3]	Promote Broads National Park through branding guidelines and action plan; manage Authority's events programme, PR and media engagement, incl. support to key partnership projects.	Good
SD14	Communications [E3]	Operate Authority's information centres and yacht stations to provide a high standard of service to the public.	Good
SD15	Communications [A3, E2, E4, F5]	Prepare next version of the Tourism Strategy for adoption in 2024.	Completed (Adopted July 2024)
SD16	Education [F3]	Implement Education Strategy annual action plan, incl. Broads Curriculum, work placements, and award schemes. Develop and implement Generation Green follow-up project "Access to Nature".	Good (Generation Green 2 ending 31/03/2025)
SD17	Development management [F4]	(BA strategic priority) Review of the Local Plan for the Broads for adoption in 2026 (estimated).	Good (Timeline amended following the Government announcement in December 2024, still aiming for 2026 adoption)
SD18	Development management [F4]	Provide high quality planning service, including determining applications to national targets, providing free pre-application advice, investigating alleged breaches of Planning & Listed Building Consent including condition and s106 monitoring,	Good

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
		and resolving breaches of control; conduct annual Customer Satisfaction Survey.	
SD19	Development management [F4]	Engage with District Councils on Land Registry changes to ensure records are accurate prior to migration.	Good (The migration of South Norfolk Council land charges is complete)
SD20	Landscape Character and Historic Asset Management [D3]	Review and adopt Conservation Area Appraisal for Neatishead. Commence work on next Conservation Area Appraisal.	Some (Neatishead Conservation Area has been reviewed, will probably be adopted in spring 2025)
SD21	Landscape Character and Historic Asset Management [D2, F1, F2]	Completion and closure of the Water, Mills and Marshes (WMM) 'Land of the Windmills' programme.	Completed
SD22	Landscape Character and Historic Asset Management [D1, F4]	Produce a Design Guide for the Broads.	Good (Adoption scheduled in spring 2025)
SD23	Landscape Character and Historic Asset Management [D1, F5]	Develop and deliver new Heritage Construction Specialist work programme with NCC to support and partner led built heritage repair and restoration projects.	Withdrawn (due to reduced capacity and staff leaving the region)
SD24	Volunteering and Skills Training [D1, F2]	Coordinate and submit funding bid with partners to support Heritage Skills training and upskilling to develop local workforce necessary to care for built heritage estate.	Withdrawn (funding withdrawn from English Heritage)

Ref	Work area [Broads Plan refs]	Planned priority actions 2024/25	Progress status (Explanatory note)
SD25	Undergrounding wires programme [D4]	Through the Steering Group, promote the implementation of undergrounding wires projects, funded by UK Power Networks.	Some (transition period because of staff changes)
SD26	Volunteer Service [F2]	Implement Volunteer Strategy annual action plan, including bespoke induction training programme (relevant to the role), Authority and local community project support, promotional events, recruitment of new volunteers as required.	Good
SD27	Human Resources	Provide routine HR support services to the Authority's staff, including payroll and pension management; support flexible working opportunities through HR policy and recruitment; implement Equality Working Group actions; provide support for recruitment needs, including annual intake of apprentices; review and update HR policies as appropriate.	Good
SD28	Human Resources	Manage change to new payroll provider from April 2024 and monitor their performance.	Completed
SD29	Strategic Services administration	Provide administrative support to directorate officers and committees/working groups.	Good

[End of document]

Broads Authority

14 March 2025

Agenda item number 10

Financial performance and direction

Report by Director of Finance

Purpose

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

Broads Plan context

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

Recommended decision

- i. To note the latest position on the National Park Grant settlement for 2025/26.
 - ii. To note the actual income and expenditure figures and prudential indicators.
-

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1. Introduction

- 1.1. This report covers three items: the latest update on the National Park Grant settlement for 2025/26, consolidated income and expenditure and quarter three prudential indicators for 2024/25.

2. National Park Grant Settlement 2025/26

- 2.1. The Authority has received notification of the indicative settlement for the ten English National Parks. Disappointingly the National Park revenue grant (RDEL) for all English National Parks is going to be cut by 8% from £48.8 million to £44.8 million.
- 2.2. That will be offset by a one-year allocation of £15 million of capital funding (CDEL).
- 2.3. At this stage the ten parks do not know what their individual allocations will be. However, our ability to shift expenditure from revenue to capital appears to be quite limited. We are exploring the avenues for increasing capital expenditure.

3. Overview of actual income and expenditure

Table 1

Actual consolidated income and expenditure by directorate to 31 January 2025

Directorate	Profiled latest available budget £	Actual income and expenditure £	Actual variance £
Income	(8,087,013)	(8,516,404)	+ 429,391
Operations	3,979,692	3,233,539	+ 746,153
Strategic Services	1,592,176	1,354,601	+ 237,575
Finance & Support Services	2,158,810	2,365,749	- 206,939
Projects, Corporate Items and Contributions from Earmarked Reserves	(995,719)	(649,458)	- 346,261
Net (Surplus) / Deficit	(1,352,054)	(2,211,973)	+ 859,919

- 3.1. Core navigation income is above the profiled budget at the end of month ten. The overall position as at 31 January 2025 is a favourable variance of £859,919 or a 63.6% difference from the profiled LAB. This is principally due to:

- An overall favourable variance of £429,391 within income:

- National Park Grant is £500,000 above the profiled budget due to the additional revenue and capital funding from DEFRA confirmed after the budget was set in January 2024.
- Hire Craft Tolls is £35,351 below the profiled budget.
- Private Craft Tolls is £101,333 below the profiled budget.
- Short Visit Tolls and Other Toll income is £1,290 below the profiled budget.
- Investment income is £67,365 above the profiled budget.
- An underspend within Operations relating to:
 - Construction, Maintenance and Ecology salaries is £70,266 under the profiled budget due to the budgeted pay award (£1,925 per Full Time Equivalent (FTE)) being less (£1,290 per FTE) than what was agreed by the unions. The forecast has been updated to reflect this.
 - Equipment, Vehicle and Vessels is £284,405 under the profiled budget due to capital items that were originally due to be funded from the earmarked reserves being funded from DEFRA capital grant. There has also been income that has been transferred to the earmarked reserves as a result of selling old equipment and vehicles, this had not been budgeted for.
 - Practical Maintenance is £28,151 under the profiled budget partly due to timing issues and the delays of work at Potter Heigham and Martham. The forecast has been updated for this. This has been offset by a timing difference on the works at Hoveton Riverside Park starting earlier than profiled.
 - Waterways and Recreation Strategy is £85,937 under the profiled budget due to timing differences on the Access for All grant money from DEFRA being received and spent.
 - Ranger Services is £249,682 under the profiled budget on salaries due to the pay award. The Ranger launch replacement has been delayed until 2025/26. There have also been timing differences on the launch repairs.
 - Safety is £28,970 under the profiled budget due to delays in the Head of Safety Management post being filled. The new post holder started in September and the forecast has been adjusted to reflect the vacancy.
 - Premises is £11,132 under the profiled budget due to a timing difference on repairs and maintenance at the Dockyard.
 - Project funding is £11,010 over the profiled budget.
- An underspend within Strategic Services relating to:
 - Development Management is £13,990 under the profiled budget due to the delays in Development Manager post being filled and the pay award. The new

post holder started in September. There has also been additional income received from the Land Registry to support the local land charges; this has been transferred to the earmarked reserves. Planning income is also behind the profile.

- Strategy and Projects Salaries is £228,571 under the profiled budget due to the Active Travel England Grant income being received ahead of expenditure taking place and timing differences on the peat restoration project and FiPL.
- Volunteers is £20,829 under the profiled budget due to a reduction in Volunteer Supervisor hours and increase in administrative support. The forecast has been updated to reflect this.
- Visitor Services is £37,378 above the profiled budget due to charging at Reedham Quay not commencing due to delays with the lease.
- Strategic Services Management and Administration is £11,509 under the profiled budget due to a temporary reduction in hours. The forecast has been updated to reflect this.
- An overspend within Finance and Support Services relating to:
 - National Park Grant expenditure is £462,080 above the profiled budget due to the additional revenue and capital funding from DEFRA confirmed after the budget was set in January. This is offset by the favourable income variance above.
 - Legal is £47,546 under the profiled budget due to timing differences.
 - Asset Management is £34,422 under the profiled budget due to a vacancy between June and August for the Asset Officer. The forecast has been updated to reflect this. There is also a timing difference on expenditure.
 - Premises Head Office is £10,127 above the profiled budget due to the delay in the downsizing project. The forecast has been updated to reflect this.
 - Finance and Insurance is £64,656 under the profiled budget due to a timing difference on external audit costs and salaries as a result of the pay award and vacancies at the start of the financial year.
 - Collection of Tolls is £11,674 under the profiled budget due to the pay award and a timing difference on printing costs.
 - ICT is £79,656 under the profiled budget due to timing differences on the tolls replacement system and the finance system coming in under budget.
- An adverse variance within reserves relating to:
 - Plant, Vessels and Equipment is under the profiled budget due to the equipment now being funded via the DEFRA capital grant.

- Property is over the profiled budget due to the timing differences on Hoveton Riverside Park works.
- Computer Software is under the profiled budget due to minimal spend so far on the upgrade to the tolls system and the finance system coming in under budget.
- Medium Term Financial Planning is under the profiled budget due to the timing differences on Yare House.

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

4. Latest available budget

4.1. The Authority’s income and expenditure is monitored against the latest available budget (LAB) for 2024/25. The LAB is based on the original budget for the year, with adjustments for known and approved budget changes such as carry-forwards and budget virements. Full details of movements from the original budget are set out in Appendix 2.

Table 2

Adjustments to consolidated LAB

Item	Authorisation reference	Amount £
Original budget 2024/25 – surplus	Broads Authority 26/01/24 Agenda item number 10	(129,045)
Approved budget carry-forwards	Broads Authority 10/05/24 Agenda item number 10	27,080
LAB as at 31 January 2025	n/a	(101,965)

5. Overview of forecast outturn 2024/25

5.1. 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 surplus as per LAB	(101,965)
Adjustments reported 24/01/25	(240,336)
Increase to Hire Craft income	(176)

Item	Amount £
Decrease to Private Craft income	1,405
Increase to Investment income	(60,000)
Increase to Ranger expenditure for removal of wrecks	71,793
Forecast outturn surplus as at 31 January 2025	(329,279)

6. Reserves

- 6.1. The Property Reserve contains the income from land rental at Oulton Broad and the piling at Reps bank. The Plant, Vessels and Equipment reserves contains the income from the sale of the old vehicles, JCBs and trailers. It has also funded four vehicles. The Premises Reserve has funded the final items for Reedham Quay hut replacement and feasibility reports for the Dockyard solar project. The Computer Software reserve has funded the work on the new tolls and finance systems. The Heritage Lottery Fund, Catchment Project and UK Communications contains the income and expenditure relating to those projects. The Medium-Term Planning reserve has funded the additional expenditure for the reconfiguration of Yare House and External Funding & Partnership working.

Table 4

Consolidated earmarked reserves

Reserve name	Balance at 1 April 2024 £	In-year movements £	Current reserve balance £
Property	(1,139,087)	207,830	(931,257)
Plant, Vessels and Equipment	(639,560)	3,324	(636,236)
Premises	(431,177)	16,097	(415,080)
Planning Delivery Grant	(277,134)	15,363	(261,771)
Upper Thurne	(249,820)	(14,888)	(264,708)
Heritage Lottery Fund	(12,535)	(105,602)	(118,137)
Catchment Partnership	(70,186)	(6,120)	(76,306)
Computer Software	(183,114)	26,123	(156,991)
UK Communications	(3,926)	771	(3,155)
Medium Term Planning	(495,024)	44,370	(450,654)
Total	(3,501,563)	187,268	(3,314,295)

7. Prudential Indicators

- 7.1. The Capital, Treasury and Investment Strategy 2024/25, approved 15 March 2024, included the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. In the past actual indicators were compared to the estimates once the annual accounts are produced in May each year. The updated code requires these prudential indicators to be reported quarterly and are set out in table 5 below.

Table 5

Prudential Indicators 2024/24

Prudential Indicator	Opening 01/04/24 £	Estimate 31/03/25 £	Q3 Actual £
Capital expenditure	0	1,482,000	359,878
Authorised limit for external debt	900,000	900,000	900,000
Operational Boundary	800,000	800,000	800,000
Capital Financing Requirement	92,510	635,500	63,846
Debt balance	94,008	756,743	65,344

8. Conclusion

- 8.1. The 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 £942,000 and a Navigation Reserve balance of £697,000 at the end of 2024/25 (before any year-end adjustments). This would mean that both reserves would be above the recommended levels, with National Park at 24.1% and Navigation at 15.9%. Year-end transfers of interest to the earmarked reserves, closure of the Heritage Lottery Fund reserve and repayment of the National Park loan will mean National Park will rise to approximately 26.2% and Navigation reduce to 12.7%. This will be highly dependent on the level of interest received.

Author: Emma Krelle

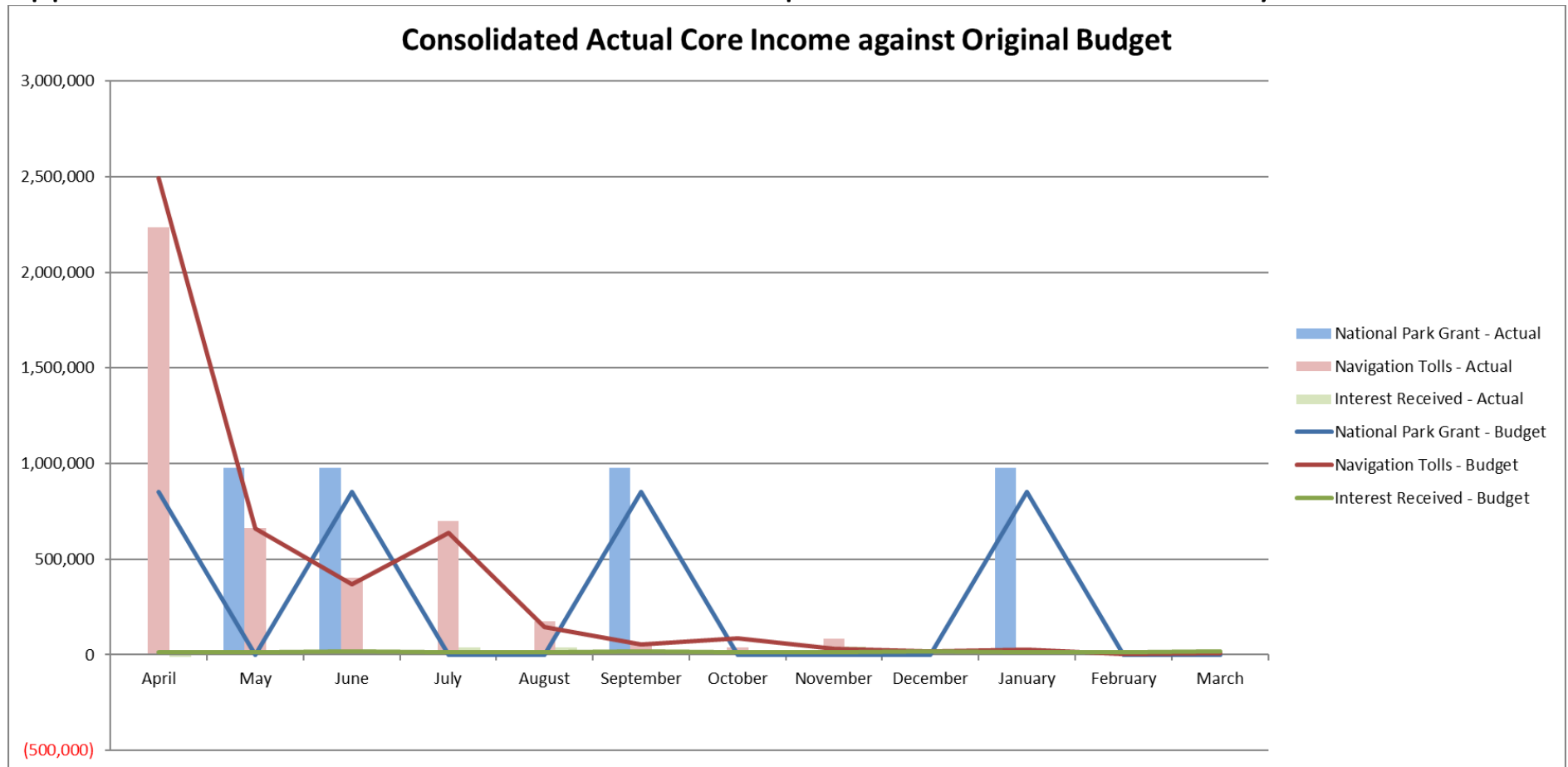
Date of report: 28 February 2025

[Broads Plan](#) strategic objectives: All

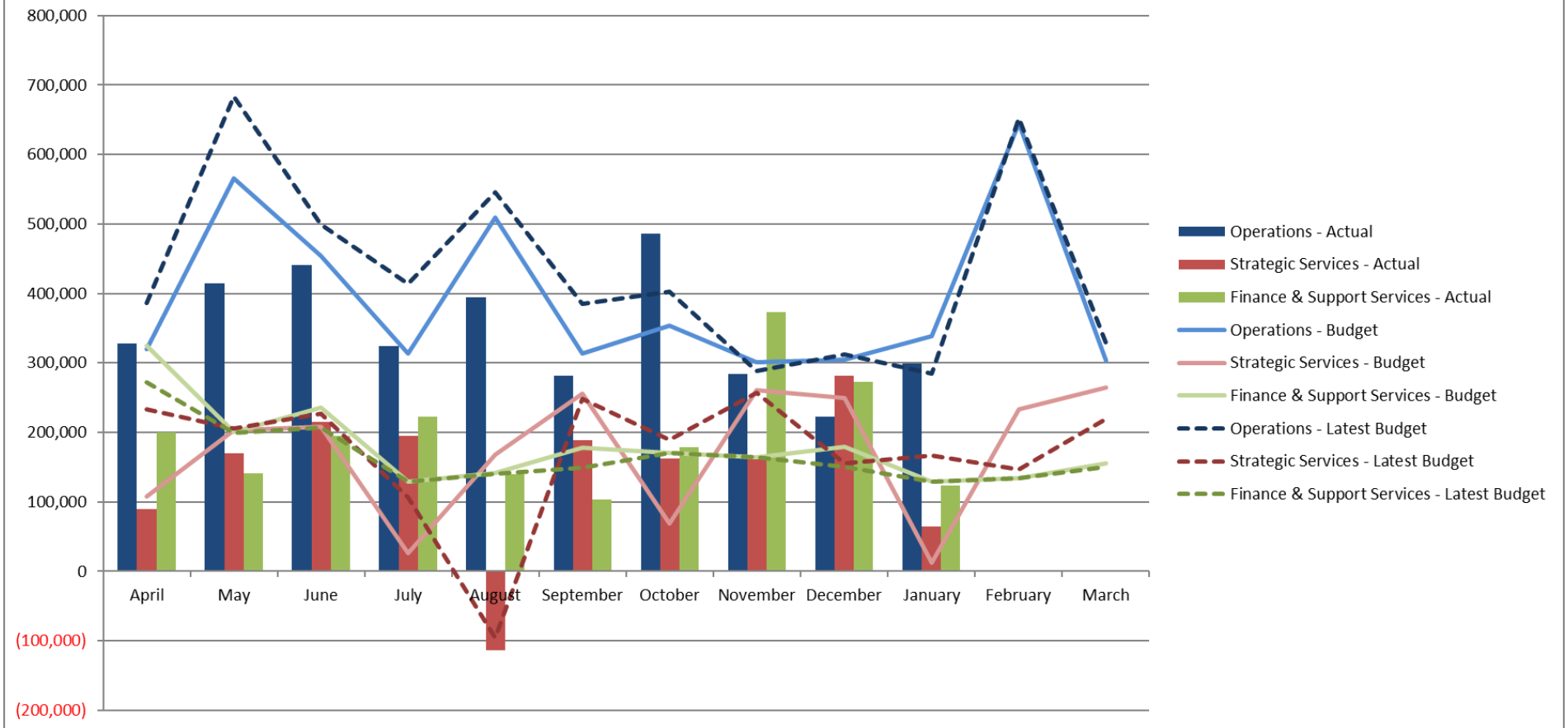
Appendix 1 – Consolidated actual income and expenditure charts to 31 January 2025

Appendix 2 – Financial monitor: Consolidated income and expenditure 2024/25

Appendix 1 – Consolidated actual income and expenditure charts to 31 January 2025



Consolidated Net Actual Expenditure against Original and Latest Budget



Appendix 2 – Financial monitor: Consolidated income and expenditure 2024/25

Table 1
Income

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Income	(8,129,008)	0	(8,129,008)	(8,616,996)	487,988
National Park Grant	(3,414,078)	0	(3,414,078)	(3,914,078)	500,000
Hire Craft Tolls	(1,436,000)	0	(1,436,000)	(1,405,312)	-30,688
Private Craft Tolls	(3,006,000)	0	(3,006,000)	(2,904,676)	-101,324
Short Visit Tolls	(60,000)	0	(60,000)	(60,000)	0
Other Toll Income	(32,930)	0	(32,930)	(32,930)	0
Interest	(180,000)	0	(180,000)	(300,000)	120,000

Table 2
Operations

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Total Operations	4,940,486	159,580	5,100,066	4,913,773	186,293
Construction and Maintenance Salaries	1,662,930	0	1,662,930	1,610,110	52,820
Salaries	1,662,930	0	1,662,930	1,610,110	52,820
Expenditure	0	0	0	0	0
Equipment, Vehicles & Vessels	615,400	0	615,400	615,400	0
Income	(1,200)	0	(1,200)	(1,200)	0
Expenditure	616,600	0	616,600	616,600	0
Water Management	80,500	0	80,500	80,500	0
Expenditure	80,500	0	80,500	80,500	0
Land Management	(20,885)	0	(20,885)	(20,885)	0
Income	(78,235)	0	(78,235)	(78,235)	0
Expenditure	57,350	0	57,350	57,350	0
Practical Maintenance	693,965	152,080	846,045	746,045	100,000
Income	(26,425)	(38,025)	(64,450)	(64,450)	0
Expenditure	720,390	190,105	910,495	810,495	100,000
Waterways and Recreation Strategy	56,660	0	56,660	55,800	860

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Income	(82,851)	0	(82,851)	(82,851)	0
Salaries	50,260	0	50,260	49,400	860
Expenditure	89,251	0	89,251	89,251	0
Ranger Services	1,423,906	0	1,423,906	1,421,233	2,673
Income	0	0	0	0	0
Salaries	1,053,156	0	1,053,156	978,690	74,466
Expenditure	370,500	0	370,500	442,293	-71,793
Pension Payments	250	0	250	250	0
Safety	147,170	0	147,170	121,210	25,960
Income	(500)	0	(500)	(500)	0
Salaries	92,170	0	92,170	61,210	30,960
Expenditure	55,500	0	55,500	60,500	-5,000
Premises	123,920	7,500	131,420	131,420	0
Income	(2,600)	0	(2,600)	(2,600)	0
Expenditure	126,520	7,500	134,020	134,020	0
Operations Management and Administration	156,920	0	156,920	152,940	3,980
Salaries	150,820	0	150,820	149,440	1,380

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast outturn variance (Consolidated) £
Expenditure	6,100	0	6,100	3,500	2,600
Project Funding	0	0	0	0	0
Pension Payments	0	0	0	0	0

Table 3
Strategic Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Strategic Services	1,937,140	0	1,937,140	1,909,968	27,173
Development Management	488,080	0	488,080	483,318	4,763
Income	(90,500)	0	(90,500)	(90,500)	0
Salaries	514,580	0	514,580	483,530	31,050
Expenditure	64,000	0	64,000	90,288	-26,288
Pension Payments	0	0	0	0	0
Strategy and Projects Salaries	323,370	(3,500)	319,870	315,370	4,500
Income	(711,758)	0	(711,758)	(811,758)	100,000
Salaries	370,740	0	370,740	373,610	-2,870
Expenditure	664,388	(3,500)	660,888	753,518	-92,630
Biodiversity Strategy	8,520	0	8,520	8,520	0
Income	0	0	0	0	0
Expenditure	8,520	0	8,520	8,520	0
Human Resources	175,850	0	175,850	174,140	1,710
Income	0	0	0	0	0
Salaries	107,750	0	107,750	106,040	1,710

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Expenditure	68,100	0	68,100	68,100	0
Volunteers	83,620	0	83,620	69,520	14,100
Salaries	67,120	0	67,120	53,020	14,100
Expenditure	16,500	0	16,500	16,500	0
Communications	381,460	3,500	384,960	379,580	5,380
Income	(250)	0	(250)	(250)	0
Salaries	312,660	0	312,660	307,280	5,380
Expenditure	69,050	3,500	72,550	72,550	0
Visitor Centres and Yacht Stations	336,160	0	336,160	349,460	-13,300
Income	(251,000)	0	(251,000)	(231,000)	-20,000
Salaries	459,840	0	459,840	453,140	6,700
Expenditure	127,320	0	127,320	127,320	0
Strategic Services Management and Administration	140,080	0	140,080	130,060	10,020
Salaries	135,680	0	135,680	127,510	8,170
Expenditure	4,400	0	4,400	2,550	1,850
Strategy and Projects	0	0	0	0	0
Expenditure	0	0	0	0	0

Table 4

Finance & Support Services

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Finance & Support Services	2,143,815	283,889	2,427,704	2,901,844	-474,140
National Park Grant	0	0	0	500,000	-500,000
Expenditure	0	0	0	500,000	-500,000
Legal	145,000	0	145,000	145,000	0
Income	(5,000)	0	(5,000)	(5,000)	0
Expenditure	150,000	0	150,000	150,000	0
Governance	261,710	0	261,710	259,620	2,090
Salaries	201,710	0	201,710	197,410	4,300
Expenditure	60,000	0	60,000	62,210	-2,210
Chief Executive	135,700	0	135,700	133,900	1,800
Salaries	134,700	0	134,700	132,900	1,800
Expenditure	1,000	0	1,000	1,000	0
Asset Management	130,090	0	130,090	115,370	14,720
Income	(25,300)	0	(25,300)	(25,300)	0
Salaries	56,590	0	56,590	41,870	14,720
Expenditure	98,800	0	98,800	98,800	0

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Premises – Head Office	148,000	283,889	431,889	451,889	-20,000
Income	0	0	0	0	0
Expenditure	148,000	283,889	431,889	451,889	-20,000
Finance and Insurance	578,070	0	578,070	563,200	14,870
Salaries	285,300	0	285,300	270,430	14,870
Expenditure	292,770	0	292,770	292,770	0
Collection of Tolls	228,380	0	228,380	220,270	8,110
Salaries	215,880	0	215,880	207,770	8,110
Expenditure	12,500	0	12,500	12,500	0
ICT	516,865	0	516,865	512,595	4,270
Income	0	0	0	0	0
Salaries	249,480	0	249,480	245,210	4,270
Expenditure	267,385	0	267,385	267,385	0

Table 5

Projects and Corporate items

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Projects and Corporate Items	(83,175)	0	(83,175)	(83,175)	0
Partnerships / HLF	(91,875)	0	(91,875)	(91,875)	0
Income	(121,875)	0	(121,875)	(121,875)	0
Salaries	11,010	0	11,010	11,010	0
Expenditure	18,990	0	18,990	18,990	0
Corporate Items	8,700	0	8,700	8,700	0
Expenditure	8,700	0	8,700	8,700	0

Table 6

Contributions from earmarked reserves

Row labels	Original budget (Consolidated) £	Budget adjustments (Consolidated) £	Latest available budget (Consolidated) £	Forecast outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Total Contributions from Earmarked Reserves	(938,303)	(416,389)	(1,354,692)	(1,354,692)	0
Earmarked Reserves	(938,303)	(416,389)	(1,354,692)	(1,354,692)	0
Expenditure	(938,303)	(416,389)	(1,354,692)	(1,354,692)	0

Table 7

Net (Surplus) / Deficit

Row labels	Original Budget (Consolidated) £	Budget Adjustments (Consolidated) £	Latest Available Budget (Consolidated) £	Forecast Outturn (Consolidated) £	Forecast Outturn Variance (Consolidated) £
Grand Total	(129,045)	27,080	(101,965)	(329,279)	227,314

Broads Authority

14 March 2025

Agenda item number 11

Capital, Treasury and Investment Strategy 2025/26

Report by Director of Finance

Purpose

This report provides the Capital, Treasury and Investment Strategy for 2025/26 for adoption.

Broads Plan context

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

Recommended decision

To adopt the Capital, Treasury and Investment Strategy.

1. Introduction

- 1.1. This report provides the updated Capital, Treasury and Investment Strategy for 2025/26. The strategy, which can be found in appendix 1, was considered by Risk, Audit and Governance Committee on 11 February 2025 where members unanimously agreed to recommend the strategy to the Broads Authority for approval.

2. Draft Capital, Treasury and Annual Investment Strategy 2025/26

- 2.1. The Prudential Code requires local authorities to produce an Annual Investment and Capital Financing (borrowing) Strategy. This must be approved before the start of each financial year.
- 2.2. The Prudential Code requires investments to be analysed between investments for treasury management, service and commercial purposes. The Authority holds investments purely for Treasury management purposes. This is where investments arise from cashflows and will ultimately represent balances that need to be invested until the cash is required for use in the course of business. Investments for service purposes are generally linked to those authorities who provide housing, regeneration and local infrastructure. Investments for commercial purposes are held primarily for financial return such as commercial property.

- 2.3. Due to the Authority's purchase of the dredging operation from May Gurney, financed by a loan from the Public Works Loan Board (PWLB), the Annual Treasury and Investment Strategy needs to take account of the prudential indicators required by the Prudential Code.
- 2.4. The Prudential Code aims to ensure that the capital investment plans are affordable, prudent and sustainable. A further key objective is to ensure that treasury management decisions are taken in accordance with good professional practice.
- 2.5. The Annual Treasury, Investment and Capital Financing Strategy includes the key prudential indicators necessary for an authority that has borrowing. The prudential indicators are designed to support and record local decision making in a publicly accountable manner. At the beginning of each year, estimates for the prudential indicators are set and agreed by members. These are reported quarterly and are included in the Financial Performance and Direction reports.
- 2.6. The Annual Investment Strategy has been updated to reflect current holdings in paragraph 3.1. Paragraph 4.2 sees the forecast of the Authority's Capital Financing Requirement (CFR) over the next three years. The CFR measures the amount of capital spending that has not yet been financed by capital receipts, capital grants or contributions from revenue income. Although historically reported as part of the Authority's Statement of Accounts the Code requires its inclusion here.
- 2.7. The revised Prudential Code sets out the indicators relevant to the Authority and these are set out in paragraphs 4.1 and 4.2. Any capital grant from DEFRA in 2025/26 may have an impact on the total capital spent. Members will be updated once confirmation has been received.
- 2.8. Paragraph 4.11 discusses the liability benchmark which was a new requirement under the code in 2021. The benchmark was introduced so that the debt maturity profile of the Authority could be compared with the minimum revenue provision (MRP) and other cashflows which affect our future debt requirement. As it currently stands the benchmark matches our existing levels of debt.
- 2.9. The Capital Receipts Reserve balance is set out in paragraph 4.4. The reserve can be used to fund capital expenditure or the repayment of debt. The overall balance is split 59% National Park and 41% Navigation. Significant improvements to existing (new facilities) or the purchase of new sites/assets may be funded from this reserve, subject to member approval.
- 2.10. There are no additional financial implications for the Authority as a result of this report as the expenditure proposed, including the loan interest and capital repayments to the Public Works Loan Board, have been incorporated into approved budgets.

Author: Emma Krelle

Date of report: 26 February 2025

[Broads Plan](#) strategic objectives: All

Appendix 1 – Capital, treasury and investment strategy 2025/26

Capital, treasury and investment strategy 2025/26

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Capital Strategy

1. Introduction

- 1.1. The update of CIPFA's Prudential Code in December 2021 and Capital Finance guidance notes in September 2018 introduced the need for Local Authorities to have a Capital Strategy from 2019/20. It is intended to provide a high-level overview of how capital expenditure; capital financing and treasury management contribute to the provision of services and how the risks of these activities are managed and what impact it may have for future financial sustainability.
- 1.2. The Capital Strategy will be renewed annually. Monitoring and approval of the strategy will remain with the Authority.
- 1.3. The Capital Strategy provides a link between The Broads Plan, Strategic Priorities, the Asset Management Strategy and the Financial Strategy.
- 1.4. The current Broads Plan covers the period of 2022-2027. It is a partnership strategy for the whole of the Broads and sets out guiding actions not just for the Authority but all partners. Its success very much depends on a common vision, strong partnership working and the best use of shared resources. The plan is available on the website [Broads Plan 2022 - 2027 \(broads-authority.gov.uk\)](https://broads-authority.gov.uk). This plan will be monitored through an annual meeting with key delivery partners and to maximise joint partnership working.
- 1.5. 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 Broads Authority and details can also be found on the website.
- 1.6. The Asset Management Strategy sets out the Authority's practices and procedures which have been established to ensure that the Authority's land, property and other assets are managed and maintained as effectively as possible. It also sets out a series of key principles which will be adhered to in the management of the asset base and guidance on the procurement and disposal of land and property. A copy is also available on the website.
- 1.7. The annual Budget and Financial Strategy includes capital expenditure for the forthcoming year and the following two financial years. The earmarked reserves appendix identifies what capital expenditure will be funded in each year. Although the later years are based on the replacement programmes the last two financial years should be seen as estimates. These estimates maybe updated as a result of refining the costings during budget setting for those years or the receipt of capital grants.

2. Core principles

- 2.1. All capital expenditure and investment decisions will be affordable, proportionate, prudent and sustainable.
- 2.2. Decisions to invest or dispose of capital items will comply with the Authority's delegated powers, standing orders and financial regulations.
- 2.3. Capital expenditure will reflect the aspirations set out in the Broads Plan, Strategic Priorities and the authority's environmental and carbon policies.
- 2.4. New areas of major capital expenditure (£250,000 plus) will be supported by a fully costed appraisal over the lifetime of the scheme and incorporated into the annual budget. Risks will be fully considered, not just during initiation but over the lifetime of the asset including its potential disposal.

3. Capital expenditure

- 3.1. Whilst other Local Authorities have large capital expenditure programmes to fund housing and regeneration projects the Authority's expenditure remains modest and focuses on operational need. Items of major capital expenditure are identified through the Asset Management Strategy replacement programme and as part of the budget setting process. Items of expenditure over £5,000 that have a useful economic life of more than one financial year are classified as capital expenditure.
- 3.2. Capital Expenditure can be funded via a number of methods. These include revenue budgets, earmarked reserves, capital grants, leases, long-term borrowing and capital receipts. All capital expenditure on physical assets is held on the Balance Sheet under Property, Plant and Equipment. At the end of 2023/24 the value of these items was £6.3m.
- 3.3. Traditionally revenue budgets tend to fund the smaller items such as tools and equipment. However larger Navigation items can be funded through revenue as a result of tolls setting. For 2018/19 the level of tolls was increased to facilitate the purchase of Tree Shears. In 2017/18 the moorings maintenance programme was rescheduled to enable the purchase of Acle Bridge moorings from revenue. The ongoing maintenance of assets is funded by revenue budgets and is not capitalised. Cost estimates are made on the basis of forecast maintenance required to keep assets in operational use.
- 3.4. Through identification of the Asset Management Strategy annual contributions are made from the revenue budget to the earmarked reserves to cover the cost of future replacements. Balances are built up and then drawn down in future years. Expenditure from the earmarked reserves is considered annually alongside the revenue budget, with a forecast for the following two financial years. Replacement

costs are regularly monitored to ensure that the contributions remain appropriate to the earmarked reserves. Where adjustments are required this will be passed to the Authority as part of the annual budget setting process.

- 3.5. Although long term borrowing remains an option to the Authority it is not regularly utilised for capital expenditure. At the end of 2023/24 the balance sheet contained one long term loan which had an outstanding balance of £50.75k. Further details can be found in the Treasury Management Policy Statement on borrowing principles (section 2.3).
- 3.6. The Authority currently holds two capital receipts. The first following the disposal of Ludham Field base in August 2018 and the second following the disposal of a JCB in March 2023. Capital receipts can be used to fund new capital expenditure or the repayment of debt. It is currently being held on the balance sheet. New long-term capital projects will consider utilising the balance.

4. Short, medium and long term capital priorities

Short and medium term priorities (1-3 Years)

- 4.1. The Authority's short to medium term priorities is delivering the asset replacements detailed within the Asset Management Strategy and Earmarked reserves. The focus is on continued operations but with the potential to remain flexible as new opportunities for efficient working arise or if urgent items arise. Replacement items to be funded over the next three years include vehicles, excavators, wherries and Ranger launches. All of which will be funded from the Earmarked reserves.
- 4.2. It is expected that during the short to medium term that the potential options around Visitor Services and facilities will be explored. As options for improvements at existing site or new sites are developed these will be brought back to members with a business case. The key issue for new sites remains initial funding which will be explored through potential funding bids and partnership. As this progresses papers highlighting risks will be taken to the Authority for members to make the final decision.
- 4.3. The use of reserves other than earmarked reserves will require approval from the Authority. The impact of loss of investment income will need to be offset by the benefits of such a capital project.

Long term priorities (4 years plus)

- 4.4. The Authority's long-term priorities will be shaped by future funding agreements received from DEFRA in the form of National Park Grant and potential toll increases. Reductions to either forms of income could impact the potential to replace assets as they near the end of their useful lives and ongoing maintenance programmes. Long

term priorities will need to ensure that they will generate income to fund their upkeep and any reduction in investment income.

- 4.5. Larger items of equipment such as the wherries and launches can be operational anywhere between 20 and 50 years. It is essential that their ongoing maintenance is incorporated into the revenue budget and the contributions to the earmarked reserves continue.
- 4.6. The moorings refurbishment programme remains a key area of maintenance to ensure that moorings remain safe to use by the public. Where the Authority is responsible for future piling and upkeep it will seek to own sites or minimise rental payments in recognition for this ongoing responsibility.

5. Risk appetite

- 5.1. The Authority's risk appetite towards capital expenditure remains low and will be based around the core principles. Funding of capital items will continue mainly through existing resources but on occasion finance leases or other borrowing maybe appropriate. Borrowing principles are set out in the Treasury Strategy (section 2.2) and the forecast of capital expenditure and borrowing limits is in the Investment Strategy (section 4).
- 5.2. The Authority recognises the importance of ensuring that all staff involved in the capital strategy are equipped to undertake the duties and responsibilities allocated to them. Recruitment of vacant posts will reflect this position and training opportunities will be identified through the annual appraisal.
- 5.3. It is recognised decisions surrounding land and buildings carry a higher degree of risk. Where opportunities arise of acquisition or disposal the Authority will make use of its property consultants and legal advisers to ensure these risks are fully understood.

Treasury strategy

1. Introduction

- 1.1. Both CIPFA's Treasury Management Code of Practice (2021 Edition) and the Prudential Code requires the Authority to produce a strategy which explains the Authority's borrowing and investment activities and the effective management and control of those risks. This strategy seeks to incorporate the best practice recommendations from this guidance whilst also bearing in mind the Guidance for Smaller Public Service Organisations (2014 Edition).

2. Treasury management policy statement

- 2.1. The Authority defines its treasury management activities as:

- The Management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those.
- The Authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- The Authority acknowledges that effective treasury management will provide support towards the achievement of its strategic objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance management techniques, within the context of effective risk management.

Borrowing principles

- 2.2. The Authority intends to fund all of its capital expenditure from either its earmarked reserves, capital receipts or from its revenue accounts. However if any of those accounts hold insufficient funds borrowing maybe considered.
- 2.3. The Authority currently has one long term loan from the Public Works Loan Board (PWLb) that was utilised to purchase the dredging operation from May Gurney in November 2007 for £290,000. This is to be paid over a 20-year period at a fixed interest rate of 4.82%. Repayments are incorporated into the revenue budget. The Authority also has the option to enter into finance leases to purchase capital items. Typically this has included the purchase of large pieces of equipment such as the

JCB, the Doosan excavator and the concrete pump. International Financial Reporting Standards include these types of leases as borrowing due to the risk and reward of the asset transferring to the Authority. During 2020 the Authority took out a short-term loan from the PWLB for £105,000 to fund the purchase of a new excavator. This is to be repaid over 5 years at a fixed interest rate of 2%. This was considered the most cost-effective form of borrowing when compared to a finance lease.

- 2.4. If additional borrowing was deemed necessary following committee consultation then the Authority would need to minimise the costs to the revenue budgets including future year repayments and undertake new borrowing at the cheapest cost.

Investment principles

- 2.5. The Authority's main objective is the prudent investment of its treasury balances. Investments are made purely for treasury management purposes, not to support service and commercial purposes. The main priorities are the security of capital and the liquidity of its investments. It will be only after these have been satisfied that it will aim to achieve optimum return on its investments. The Authority will not engage in borrowing purely to invest or to on-lend to make a return. Such activity is considered unlawful.

Treasury management practices

Risk management

- 2.6. The Authority adopts a low-risk appetite to its treasury management but is not totally risk averse. It will invest with other institutions with appropriate credit ratings rather than just making use of government deposits. If additional borrowing should be required it will seek to borrow on a fixed rate basis to build in assurance for future year liabilities.
- 2.7. As part of the Authority's corporate and directorate risk registers, risks are monitored and managed on a regular basis. This includes investment risks. Corporate risks are reported to every meeting of the Risk, Audit and Governance Committee. Responsible Officers review these throughout the year and are discussed at Directorate meetings.
- 2.8. Risks specific to treasury management include:
- **Credit and Counterparty:** The main objective of the Authority is to secure the principal sum it invests and therefore takes a prudent approach as to whom it invests funds with. This is limited to organisations who meet minimum criteria and is covered in more detail within the investment strategy. The Authority also faces this risk through the default of its debtors. Payment terms are limited to 30

days or where appropriate payment is asked for in advance. Corrective action is taken as required to secure outstanding debts. Bad debts are kept to a minimum.

- **Liquidity:** The Authority will maintain adequate but not excessive cash balances and borrowing arrangements to enable it to achieve its strategic objectives. The Authority will only borrow in advance of need where there is a clear business case to do so and will only do so for the current capital programme. Debt repayments are included in the annual revenue budget.
- **Interest rate:** The Authority will manage its exposure to fluctuations to interest rate risks in line with its budgets. It will achieve this through the prudent use of its approved instruments, methods and techniques to create stability and certainty of costs and revenues, whilst remaining sufficient flexibility to take advantage of unexpected changes to interest rates. The Authority will limit fixed term deposits to a period of no longer than one year to limit risks to liquidity.
- **Exchange rate:** The Authority will manage its exposure to fluctuations in exchange rates to minimise any impact on its budgeted income/expenditure levels. External advice will be sought to manage this in the most appropriate way as it could have a significant impact; this is particularly important in regard to EU grants.
- **Inflation:** The Authority will keep under review the sensitivity of its treasury assets and liabilities to inflation and will seek to manage the risk accordingly in the context of the whole Authority's inflation exposures.
- **Re-financing:** If the Authority was in a position to re-finance its borrowing it will ensure that such arrangements are negotiated, structured and documented and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or re-financing. These will be competitive and as favourable to the organisation that can be reasonably achieved in the light of market conditions at the time. It will manage its relationships with its counterparties to secure this objective and will avoid the over reliance on any one source of funding if this might jeopardise achievement of the above.
- **Legal and regulatory:** The Authority will ensure all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. The Authority recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as reasonable to do so, will seek to minimise any adverse risks.

- **Operational risk, including fraud, error and corruption:** The Authority will ensure that it has identified the circumstances which may expose it to the risk of loss through inadequate or failed internal processes, people and systems or from external events. It will employ suitable systems and procedures to ensure segregation of duties and will maintain effective contingency management arrangements to do so. In addition, the Authority holds Fidelity Guarantee Insurance with Zurich Municipal as part of its overall insurance management arrangements.
- **Price:** The Authority will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests and will accordingly seek to protect itself from such fluctuations.

Performance measurement

- 2.9. Treasury management will be subject to regular review of its value for money and if other alternative methods of delivery will become more appropriate. The Risk, Audit and Governance Committee will receive reports twice a year detailing performance. It will also review the Treasury Strategy prior to the Authority meeting which remains responsible for its adoption. Further details of those performance measures are included within the Investment Strategy.

Decision making and analysis

- 2.10. The Authority will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps have been taken to ensure that all issues relevant to those decisions were taken into account at that time.

Approved instruments, methods and techniques

- 2.11. The Authority will undertake its treasury management activities by only employing those instruments, methods and techniques as detailed in the Investment Strategy. The Authority does not intend to use derivative instruments to manage risk. However if it chose to do so in the future it would seek proper advice and will consider that advice when entering into arrangements to use such products to ensure that it fully understands those products.

Organisation, clarity & segregation of responsibilities, and dealing arrangements

- 2.12. In order for there to be effective control and risk management it is essential that there is clear segregation of duties for the reduction of the risk of fraud and error and for the pursuit of optimum performance. This will be subject to regular review by Internal Audit as part of its key control test. If at any time there is a lack of resources that does not allow this, it will be reported to the Risk, Audit and

Governance Committee. Such duties are detailed in the Finance department's job descriptions and are reviewed annually.

- 2.13. The Director of Finance is responsible for the development of the strategy, whilst cash flow monitoring is undertaken by the Senior Finance Assistant and reviewed by the Senior Accountant. The Director of Finance will remain responsible for identifying appropriate counter parties in line with agreed criteria. Funds to be transferred will be carried out by the Senior Finance Assistant, Financial Accountant and Senior Accountant following approval by the Director of Finance. All funds will be automatically transferred back into the Authority's main bank account. The Director of Finance will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

Reporting requirements and management information

- 2.14. The Director of Finance will prepare regular reports for consideration on the implementation of its policies, the effects of decisions taken and transactions executed. The reports will also consider the impact of any changes on the budget or other regulatory, economic and market factors.
- 2.15. The Broads Authority will receive an annual report on the strategy and the plan for the coming year. The Risk, Audit and Governance Committee will review this strategy and receive a mid-year review and an annual report on activity over the last year. Any impact on investment income will be reported throughout the year to the Broads Authority as part of its Finance Performance and Direction reports.

Budgeting, accounting and audit arrangements

- 2.16. The Director of Finance will prepare the annual budget which will include the costs of the treasury function as well as the investment income as deemed by statute and regulation. The Director of Finance will be responsible for exercising control over these items and will report any changes as required as detailed above.

This Authority will account for its treasury management activities, decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

Cash and cash flow management

- 2.17. The Director of Finance will be responsible for all monies in the hands of the Authority and will be reviewed for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis to ensure that liquidity risk is monitored. This will be undertaken on a weekly basis by the Senior Finance Assistant and reviewed by the Senior Accountant. This weekly forecast will

also look at predictions for the current month. Annual cash flow predictions will be prepared by the Director of Finance following preparation of the annual budget.

Money laundering

- 2.18. The Authority is aware that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Further details can be found in the Authority's Counter Fraud, Bribery and Corruption policy and its Financial Regulations. Copies are available to all staff on the Intranet.

Training and qualifications

- 2.19. The Authority recognises the importance of ensuring that all staff involved in the treasury management are equipped to undertake the duties and responsibilities allocated to them. Recruitment of vacant posts will reflect this position and training opportunities will be identified through the annual appraisal.
- 2.20. The Director of Finance will ensure that the Risk, Audit and Governance Committee who have treasury management/scrutiny responsibilities have access to training relevant to their needs and responsibilities.
- 2.21. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

Use of external providers

- 2.22. The Authority recognises that responsibility for treasury management decisions remain with the Authority at all times. It recognises that there may be value in employing external providers in order to access specialist skills and resources. However the use of external providers is not currently used based on the Authority's limited amount of surplus funds and the costs associated. If this position changed it would ensure a full evaluation had been undertaken as to the costs and benefits through the Authority's Standing Orders.

Corporate Governance

- 2.23. Treasury Management activities will be undertaken with openness and transparency, honesty, integrity and accountability. This together with the other arrangements detailed in the Investment Strategy are considered vital to the achievement of proper corporate governance in treasury management. The Director of Finance will monitor and report upon the effectiveness of these arrangements.

Management practices for non-treasury investments

- 2.24. The Authority recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.

- 2.25. The Authority will ensure that all investments are covered in the investment strategy, and will set out, where relevant, the Authority's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management. Where the Authority holds non-treasury investments a schedule of these types of investments will be included.

Annual Investment Strategy 2025/26

This strategy builds on those principles and practices as laid out in the Treasury Management Strategy. It continues to give priority to the security of capital and liquidity before returns are considered.

The Authority will continue to invest in Sterling and will consider the bodies environmental, social and governance (ESG) practices.

1. Specified investment

1.1. These investments are made in Sterling and have a duration of 1 year or less.

Typically, these are low risk investments due to being made with high credit rating bodies, examples include:

- UK government or local authorities.
- UK/European banks and building societies.
- Money Market funds (AAA rated by credit rating agency)
- Debt Management Agency deposit facility

1.2. This list is not exhaustive but highlights where the Authority is most likely to place its funds.

1.3. To mitigate against the risks of credit and counterparty the Authority will only seek investments with bodies that have at least a short-term rating of F-1 as stated by Fitch credit ratings.

1.4. The Authority will monitor these ratings monthly through online credit watches and use these to determine any new investments. This may mean those failing to meet the criteria will be removed from the list, whilst those new counterparties who do may be added. Other market information including the financial press will be monitored.

2. Non-specified investments

2.1. These investments tend to be any other type of permitted investment which have durations of more than a year. This also includes equity-type investments. At this point the Authority does not consider these types of investments as appropriate but may do so in the future if surplus funds permit.

2.2. Longer term investments will only be considered with those institutions that have a Fitch credit rating of A (+/-). In addition institutions ethical and environmental

activities will also be taken into consideration to compliment the Authority's strategic objectives, including responding to climate change and sustainability.

- 2.3. The Authority will seek proper advice and will consider that advice when entering into arrangements on derivatives to ensure that it fully understands those products.

3. Liquidity

- 3.1. The Authority will seek to try and spread its investments to avoid over reliance on one institution. Funds held at Barclays are automatically swept each day into its Business Premium. This facility is instant access. Based on its cash flow forecasts the Authority anticipates that its cash balances will range between £5.5m and £8.9m.

Current Holdings as at 31/12/24

Counterparty	Holding/ Investment	Interest rate	Investment date	Maturity date
Barclays Notice Account	2,500,000	Base rate + 0.05%	n/a	95 days' notice
Barclays Notice Account	560,000	Base rate – 0.05%	n/a	32 days' notice
Debt Management Office (DMO)	1,000,000	4.755%	22/08/2024	20/02/2025
Debt Management Office (DMO)	1,500,000	4.56%	12/12/2024	12/06/2025
Barclays Premium Account	1,179,080	1.75%	n/a	Instant access

4. Capital financing (borrowing) principles

- 4.1. The following table shows the current forecast for capital expenditure for the next three years. Commentary is also provided below.

Prudential indicator 2025/26-2027/28

Prudential indicator	2025/26	2026/27	2027/28
Estimate of capital expenditure	£530,000	£265,000	£215,000
Authorised limit for external debt	£900,000	£900,000	£900,000
Operational Boundary	£800,000	£800,000	£800,000

- 4.2. The Capital Financing Requirement (CFR) is reported annually in the Authority's statement of accounts. It measures the amount of capital spending that has not yet

been financed by capital receipts, capital grants or contributions from revenue income. The table below sets out the estimate CFR for the next three years.

Capital Financing Requirement

Movement	2025/26	2026/27	2027/28
Opening CFR 01/04	£714,050	£630,610	£574,673
Capital expenditure	£530,000	£265,000	£215,000
Capital expenditure funded from revenue	(£515,000)	(£250,000)	(£200,000)
Repayment of debt (MRP)	(£98,440)	(£70,937)	(£72,884)
Closing CFR 31/03	£630,610	£574,673	£516,789

- 4.3. From 2024/25 the Authority recognised Right Of Use (ROU) assets on the balance sheet through the adoption of IFRS 16. A ROU asset is typically where the Authority has the right to use an asset through a lease. Prior to 2024/25 these were recognised as operating leases and although declared in the Statement of Accounts were not recognised as an asset. The inclusion of these ROU assets, but excluding peppercorn leases, increases the Capital Financing Requirement (CFR).
- 4.4. The use of reserves to finance capital expenditure will have an impact on level of investments. However budgeted contributions to earmarked reserves should mitigate this as well as the sale of assets. The table below shows estimates of year end balances for each resource.

Estimated year end reserves 2025/26-2027/28

Estimated Year-End reserves	2025/26	2026/27	2027/28
General and Navigation Reserves	£1,303,000	£1,164,000	£1,055,000
Earmarked Reserves	£2,535,000	£2,524,000	£2,541,000
Capital Receipts Reserve	£422,000	£422,000	£422,000
Total Investments 31 March	£4,260,000	£4,110,000	£4,018,000

Affordability

- 4.5. The prudential code indicator for affordability asks the Authority to estimate the ratio of financing costs to net revenue stream. The Authority's current borrowing consists of the Public Works Loan Board (PWLB) loans and leases. The first PWLB Loan was to finance the acquisition of the dredging operation from May Gurney, the financing costs have a zero effect on the bottom line of navigation income and

expenditure as the dredging operation (financing costs and ongoing running cost including any additional capital expenditure) are less than or equal to the cost paid to contract out to May Gurney in the past. Lease interest repayments are also charged directly to the revenue budget. Whilst both of these remain less than - 0.47% of National Park Grant and Navigation income it is felt that this indicator is not appropriate for use by the Authority in this instance. Any increases to debt will require this indicator to be reviewed.

External debt

- 4.6. Prudential indicators in respect of external debt must be set and revised taking into account their affordability. It is through this means that the objective of ensuring that external debt is kept within sustainable, prudent limits is addressed year on year.
- 4.7. Therefore, the Authority will at this time only borrow long term to finance the capital expenditure incurred on the acquisition of the dredging operation from May Gurney.
- 4.8. Actual debt as at 31 March 2024 was £94,008 which consists of the PWLB loans.

Authorised limit

- 4.9. The Authority will set for the forthcoming financial year and the following two financial years an authorised limit for its total external debt, separately identifying borrowing from other long-term liabilities (excluding pension liability and government grants deferred). It should be noted that the Authority does not have any other long-term liabilities at present or plans to have any in the future. This prudential indicator is referred to as the authorised limit and is shown in the table above.

Operational Boundary

- 4.10. The authority will set for the forthcoming financial year and the following two financial years an operational boundary for its total external debt. This Prudential indicator is referred to as the operational boundary and is shown in the table above. The operational boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case, scenario.

Liability Benchmark

- 4.11. The revision of the code in 2021 included a liability benchmark. The benchmark compares the debt maturity profile of the Authority with the minimum revenue provision (MRP) and other cashflows which affect our future debt requirement. Whilst other local authorities have high value consisting of mixed debt profiles the Authority's debt is fixed term, relatively low value and repaid in full without the need to refinance. The loan relating to the purchase of the dredging operation will

be repaid in full in 2027/28. This combined with the forecast level of investment balances means that the benchmark equals the existing level of debt. Levels of debt can be found in the capital financing requirement table. If the Authority's debt structure changed then the benchmark would be revisited.

Capital expenditure

- 4.12. The Authority will make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years. This Prudential indicator will be referred to as estimate of capital expenditure and is included in the table above.

Treasury management

- 4.13. The Prudential Code requires authorities to set upper limits for its exposure to the effects of changes in interest rates. However, as explained above under paragraph 4.5, the current borrowing costs will not be an additional cost to the Authority. The Authority has borrowed at a fixed interest rate, thus reducing its exposure to changes in interest rates. This Prudential indicator is therefore not considered necessary in this instance.
- 4.14. There remains a small risk to the Authority in using fixed term deposits that interest rates may increase in the short term. This is minimised by the structuring of how investments are placed. By minimising fixed term deposits to a minimum of 1 year and staggering them it will allow the Authority to take advantage of any increase as funds become available for re-investment. Funds in instant access will be able to take advantage of any increase in rates.

Maturity structure of borrowing

- 4.15. The Prudential Code requires authorities to set upper and lower limits with respect to the maturity structure of its borrowing. However, as the Authority only has a single long-term loan this indicator is not considered relevant.

5. Non-treasury investments

- 5.1. Previously the Authority held one non-treasury investment in the form of an Investment Property (Ludham Field base). This was disposed of in August 2018, the proceeds of which are currently held in the Capital Receipts Reserve. There are currently no plans for additional non-treasury investments.

6. End of year investment and capital financing report

- 6.1. The Authority will provide a report on its investments and capital financing activity at the end of the financial year, as part of its final accounts reporting procedure.

Broads Authority

14 March 2025

Agenda item number 12

Broads Authority Design Guide and Code Supplementary Planning Document (SPD)- Endorsement

Report by Heritage and Design Manager

Purpose

Members to adopt the Design Guide and Code Supplementary Planning Document (SPD).

Broads Plan context

Strategic Objective F4 of the Broads Plan requires that we 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 key action under F4 is to produce, adopt and promote a new Design Guide and Code for the Broads in line with National Planning Policy Framework (NPPF) requirements.

Recommended decision

To adopt the Broads Authority Design Guide and Code SPD.

1. Introduction

- 1.1. The National Planning Policy Framework (2024) (NPPF) includes a requirement for all Local Planning Authorities (LPAs) to prepare design guides or codes consistent with the principles set out in the National Design Guide (2021) and National Model Design Code (2021). The Government's commitment to the production of design codes by LPAs has been strengthened in the Levelling Up and Regeneration Act (2023), which requires all LPAs to have a design code in place covering their entire areas.
- 1.2. The purpose of a Design Code is to provide clarity of design expectations at an early stage in the development process and to ensure that good design is considered at all spatial scales, down to development sites and individual plots. The Design Code should reflect local character and the NPPF specifically states that codes should be grounded in an understanding and evaluation of each area's defining characteristics. Codes should reflect local design preferences and should involve effective community engagement, taking into account national design guidance. The level of detail and degree of prescription should be tailored to the circumstances and scale of change in each place.

- 1.3. It is intended that the document should be used by anybody proposing new development, to give them an understanding of the key characteristics of built form in the area and guidance on what form new development should take and what is likely to be acceptable. The focus is on urban design principles, as well as more detailed design (e.g. the elevational treatment of buildings).
- 1.4. On adoption the Design Guide and Code SPD will be a material consideration in the determination of applications for planning permission and listed building consent. An SPD cannot create new or amend existing planning policies nor can it prescribe that particular areas of land are developed for particular uses; this is the role of Local Plans and Neighbourhood Plans.
- 1.5. Formatting of the document will be amended to conform with accessibility requirements.

2. Consultation

- 2.1. [The Town and Country Planning \(Local Plans\) \(England\) Regulations 2012](#) (as amended) require the Authority to undertake consultation to inform the production of the Design Guide and Code SPD and also, as a minimum, requires that the draft document is published for four weeks and during that time it is available on the Authority's website with hard copies available for inspection in the Authority's office.
- 2.2. The Authority's approach to engagement in the preparation of SPDs is set out in the Statement of Community Involvement. The consultations were advertised on the Authority's website and through social media posts. Consultation documents were available on the Authority's website, in libraries, district council offices and at the Authority's office.
- 2.3. For the Design Guide and Code we undertook three rounds of consultation, the first being specifically to establish a baseline of information on the thoughts of the local community in relation to the built environment. This took place over a three-week period between the 14 of April and 6 May 2022. The consultation consisted of a survey which was sent to the Broads Society and parish and town councils for circulation, advertised via social and other media and was on the Authority's website. The consultation attracted 148 responses and demonstrated the great weight placed on the built environment of the Broads by respondents, who also placed great value on the natural environment and Broads' heritage. This shaped the production of the Design Guide and Code.
- 2.4. The second consultation on the first draft of the Design Guide and Code took place over an eight week period between 3 October and 9 December 2022. Three community 'drop-in' sessions were also held and visits made to groups such as the Nancy Oldfield Trust, Youth Advisory Boards in Broadland and Great Yarmouth and to EmpowerHER in Norwich. The consultation attracted more than 20 responses from individuals, groups and organisations.

- 2.5. The final period of consultation took place between the 5 of December 2024 and 16 of January 2025. 18 responses were received. Where appropriate, the document has been amended to incorporate suggestions made by consultees.

3. Conclusion

- 3.1. The Broads Authority Design Guide and Code SPD will meet the requirements of the government's planning guidance and legislation and will provide a useful tool for those involved in the development process.
- 3.2. The officer's recommendation is that Members adopt the Broads Authority Design Guide and Code as a Supplementary Planning Document.

Author: Kate Knights

Date of report: 12 February 2025

[Broads Plan](#) strategic objectives: F4 Provide up to date planning policy, site specific allocations and planning guidance

Appendix 1 – Broads Authority Design Guide and Code SPD

Appendix 2 – [Consultation Statement](#)

Appendix 3 – [Strategic Environmental Assessment Screening](#)

Design Guide and Code for the Broads Supplementary Planning Document

Adopted March 2025



Produced by the Broads Authority and Turley

All photos: the Broads Authority

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1. Introduction to the Design Guide and Code for the Broads Supplementary Planning Document

- 1.1 The purpose of this Supplementary Planning Document (SPD) is to:
- a) meet the requirements of the National Planning Policy Framework (NPPF) and Levelling Up and Regeneration Act, 2023 by providing a Design Guide and Code for the Broads Authority's Executive Area.
 - b) ensure that an understanding of the wider context informs design proposals.
 - c) set out design requirements for developers and others to ensure that design expectations are clear at an early stage in the process.
- 1.2 The Broads is a special place with a strong relationship between the land, water and people. The villages and buildings within the landscape are crucial to the distinctiveness of the Broads. The NPPF 2024 sets out at paragraph 189 and 190 that *'great weight should be given to conserving and enhancing landscape and scenic beauty'* in the Broads, which has the highest level of protection in relation to these issues. It goes on to state that, *'development within their setting should be sensitively located and designed to avoid or minimise adverse impact on the designated areas'*. Key to ensuring that the special qualities of the Broads are protected is an understanding of what makes the Broads special. It is intended that the Broads Authority's Design Guide and Code ensure that new development meets these requirements.
- 1.3 The Broads Authority is the Local Planning Authority for the Broads area and this SPD applies only to land within the Authority's executive boundary.
- 1.4 The NPPF 2024 glossary defines supplementary planning documents as *'documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.'*
- 1.5 The Authority intends that this SPD will help applicants consider the issue of design in an appropriate way. The SPD should be read alongside policy DM43 of the Local Plan for the Broads (adopted 2019) and any superseding Local Plan policies. The SPD is a material consideration in determining planning applications.
- 1.6 The Authority is aware that the Government is seeking the phasing out of the use of SPDs. However, the transition arrangements to phasing out SPDs and the progress of the emerging Local Plan for the Broads are such that the Authority considers it appropriate and relevant to produce this SPD.

- 1.7 Consultation took place between the beginning of December and the middle of January for a six week period (to take account of Christmas).
- 1.8 Comments received have been assessed and responded to. The [consultation statement](#) and [draft adoption statement](#) have been produced.
- 1.10 The Broads Authority Design Guide SPD was endorsed at to Planning Committee on 7 March 2025 and approved for adoption at the 14 March 2025 Broads Authority meeting.

Consultation and Strategic Environmental Assessment Screening

- 1.11 We asked the public and stakeholders for their initial input into the Design Guide and Code via a survey in 2022. We consulted on the first draft Design Guide and Code during the winter of 2022-2023 and the final draft between December 2024 and January 2025. All comments were read and some resulted in amendments to the Design Guide and Code. Details of the consultations, with comments received and the Authority's responses can be found at [XXXX](#).
- 1.12 The Strategic Environmental Assessment (SEA) Screening is available at [XXXX](#). It is not considered that there is a need for a full SEA and this opinion was generally supported by Natural England.

Local Plan Policy DM43

- 1.13 The Design Guide SPD is in conformity with the Local Plan for the Broads (adopted 2019) and the National Planning Policy Framework (NPPF) (2024). It expands on Local Plan policy DM43:

Policy DM43: Design

All development will be expected to be of a high design quality. Development should integrate effectively with its surroundings, reinforce local distinctiveness and landscape character and preserve or enhance cultural heritage. Innovative designs will be encouraged where appropriate.

Proposals will be assessed to ensure they effectively address the following matters:

a) Siting and layout: The siting and layout of a development must reflect the characteristics of the site in terms of its appearance and function, and be an easy to navigate environment.

b) Relationship to surroundings and to other development: Development proposals must complement the character of the local area and reinforce the distinctiveness of the wider Broads setting. In particular, development shall respond to surrounding buildings and the distinctive features or qualities that contribute to the landscape, streetscape and waterscape quality of the local area. Design shall also promote permeability and accessibility

by ensuring ease of movement between homes, jobs and services and by creating links to public transport services.

c) Mix of uses: To create vitality and interest, proposals should incorporate a mix of uses where possible and appropriate.

d) Density, scale, form and massing: The density, scale, form, massing and height of a development must be appropriate to the local context of the site and to the surrounding landscape/streetscape/waterscape character.

e) Appropriate facilities: Development shall incorporate appropriate waste management and storage facilities, provision for the storage of bicycles, and connection to communication networks.

f) Detailed design and materials: The detailing and materials of a building must be of high quality and appropriate to its context. New development should employ sustainable materials, building techniques and technology where appropriate. Proposals shall minimise construction waste.

g) Crime prevention: The design and layout of development should be safe and secure, with natural surveillance. Measures to reduce the risk of crime and antisocial behaviour should be considered at an early stage so as not to be at the expense of overall design quality.

h) Accessibility and adaptability: Developments shall be capable of adapting to changing circumstances, in terms of occupiers, use and climate change (including changes in water level). In particular, dwelling houses should be able to adapt to changing family circumstances or ageing of the occupier(s) and commercial premises should be able to respond to changes in industry or the economic base. Applicants are required to consider if it is appropriate for their proposed dwelling/ some of the dwellings to be built so they are accessible and adaptable and meet Building Regulation standard M4(2) and M4(3). If applicants do not consider it appropriate, they need to justify this. For developments of five dwellings or more, 20% will be built to meet Building Regulation Standard M4(2).

i) Flood risk and resilience: Development shall be designed to reduce flood risk but still be of a scale and design appropriate to its Broads setting. Traditional or innovative approaches may be employed to reduce the risks and effects of flooding.

j) Biodiversity: The design and layout of development shall aim to protect, provide for, restore and enhance biodiversity.

k) High quality landscaping. All proposals shall be designed to respond to and integrate effectively with the landscape character of the area, making a positive contribution through a high quality landscaping scheme as appropriate.

2. Introduction to Design Guide and Codes

Purpose

- 2.1 Good design is fundamental to the creation of places, communities and environments where people want to live, work and visit. Good design considers the context and character of the local area and then responds to those principles in proposals for development to ensure that both existing and new buildings work comfortably together. In this way, good design ensures that new development is shaped by and contributes to local distinctiveness.
- 2.2 The National Planning Policy Framework (NPPF), December 2024 includes a requirement for all Local Planning Authorities (LPAs), including the Broads Authority, to prepare design guides or codes consistent with the principles set out in the National Design Guide, January 2021 and National Model Design Code, July 2021. This requirement was re-iterated in the Levelling Up and Regeneration Act, October 2023.
- 2.3 In addition to this document, the [National Design Guide](#) forms part of the Government's collection of planning practice guidance and should also be referred to when considering development.

How to Use this Design Guide and Code SPD

- 2.4 This document is in two parts. The first part is a design guide that provides an appraisal of the local context and character of the common building types in the Broads and is intended to promote an understanding of the area. Good design is an active, conscious process and does not happen by accident. The document identifies the most common development types in the Broads area, outlines the contexts and key characteristics of each.
- 2.5 The second part is the Design Code, which comprises of a series of detailed design codes which set out the design requirements that apply within the Broads. It should be noted that some buildings may fall into more than one building category. The design code is intended to provide a clarity of design expectations at an early stage in the development process.
- 2.6 Whilst the document focuses on the most common development types, many of the design principles it sets out are applicable to all development types and so should be considered when designing any development, however small. The principles set out in the design guide and code will be applied to all planning applications. Some development does not require planning permission as it is 'permitted development', however the design guide and code will be a useful reference point and the guidance

within them should be considered when thinking about development.

- 2.7 When considering new development, the developer should first establish the context and local character of the proposed development site by using the Appraisal of Building Types (section 3). The maps on pages 12 and 13 indicate where there are significant numbers of the building types identified as common in the Broads. Some building types may fall into more than one category, while some may not obviously fit into any of them, in which case the general design codes will apply.
- 2.8 The Appraisal of Building Types provides background information on the area in which the site sits. It should be used to inform the site-specific context analysis and site assessment, in order to demonstrate an understanding of the local architectural influences and context for the proposed development. It is useful to include this assessment within a Design and Access Statement or Planning Statement, or to provide it as supporting information with any planning application to illustrate how the proposal has been worked up.
- 2.9 Having assessed the context and characteristics of the area, the developer should use the results of this analysis to inform and direct the design of the proposed development.
- 2.10 The Design Code in part two (section 4) sets out the specific requirements which apply to each building type addressed in this document. There are a number of general codes which apply to all development in the Broads (see BA1 - BA37) and then a series of specific codes for each of the building types. Where a building type does not have specific design code requirements, it is expected the general approach be followed.
- 2.11 Where sites have been allocated for potential development, there may be a specific policy relating to the site in the Local Plan for the Broads and it may be appropriate for a separate site-specific design code and / or Supplementary Planning Document to be formulated for the site.
- 2.12 The Design Code is intended to be prescriptive, in accordance with good practice. Each code is therefore a requirement for a particular aspect or component of design and should be complied with. If it is proposed to deviate from a particular code, justification should be provided within the planning application to explain and justify why this is considered to be necessary or appropriate.
- 2.13 This document should be used in conjunction with national and local planning policy and supplementary or supporting documents and guidance. This includes Neighbourhood Plans and any accompanying Design Guides. There is a full list of adopted Neighbourhood Plans on the Broads Authority [website](#). Where a proposed development is within a conservation area, the appropriate conservation area appraisal should be referred to. These can also be found on the Broads Authority [website](#).
- 2.14 Other design assessment tools and standards could also be referred to. These

include: [Building for a Healthy Life](#); [Secured By Design](#); [Active Design \(Sports England\)](#); [Building Tomorrow's Rural Communities: A Design Guide](#) and [Broads Authority Planning Guides](#).

- 2.15 For proposed larger schemes and housing development of five units or more, the process set out in [Building for a Healthy Life](#) should be followed by developers.
- 2.16 We have produced a useful checklist that can be used by applicants to ensure that all the relevant codes have been considered. This is at the end of the document.

PART ONE: The Design Guide and Appraisal of Building Types



Above: A cluster of historic buildings by the river Bure at Coltishall.

3. Appraisal of Building Types

- 3.1 The Broads Authority's Executive Area covers a wide geographical span and includes a large number of different building types. The Design Guide focuses on the six most prevalent building types in the area. These are:



Waterside Chalets: sub-divided into cottage-style, shed-style, late 20th century and contemporary



Waterside Homes: sub-divided into Waterside Homes and Waterside Homes (Marina)



Boatyards



Historic Clusters



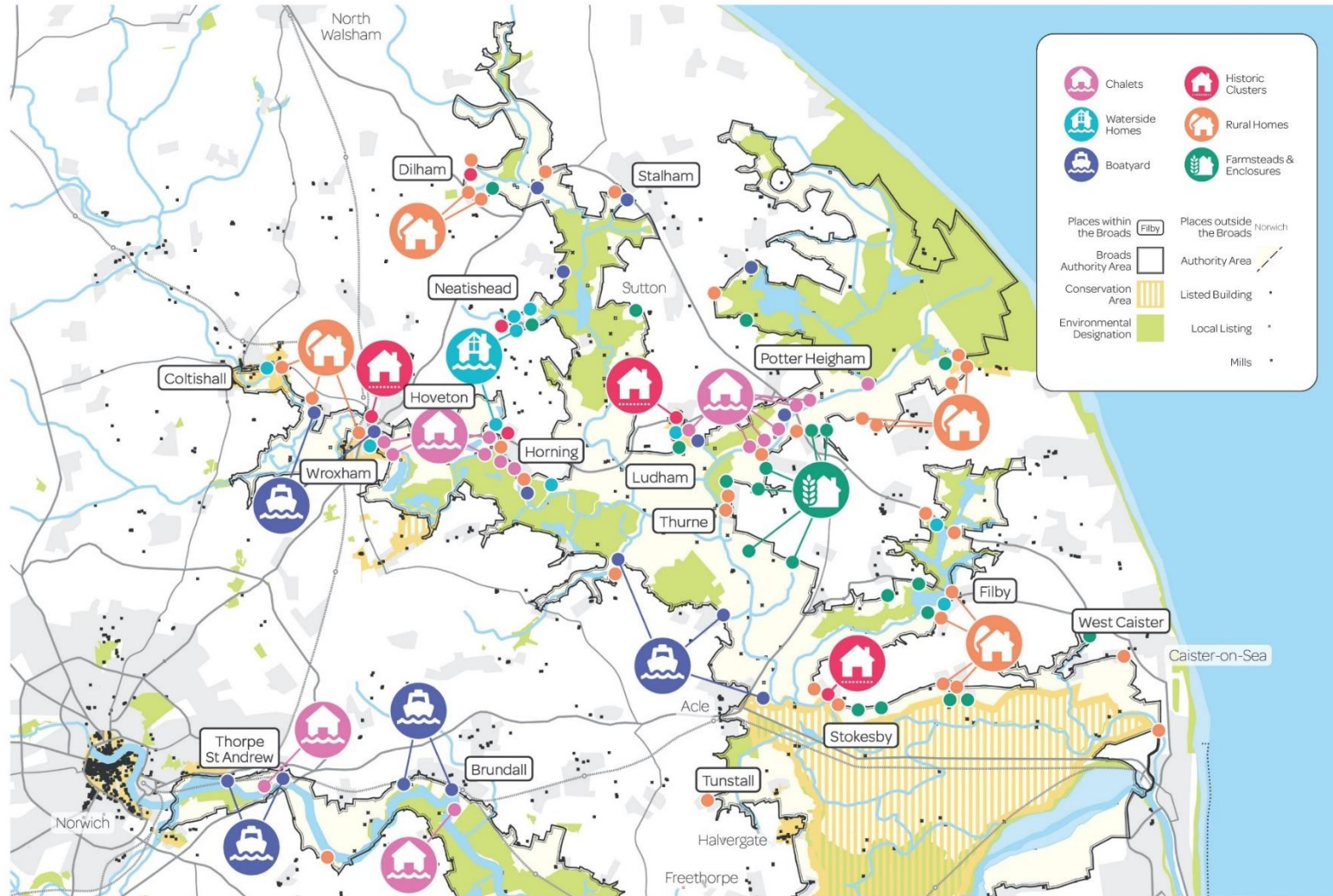
Rural Homes



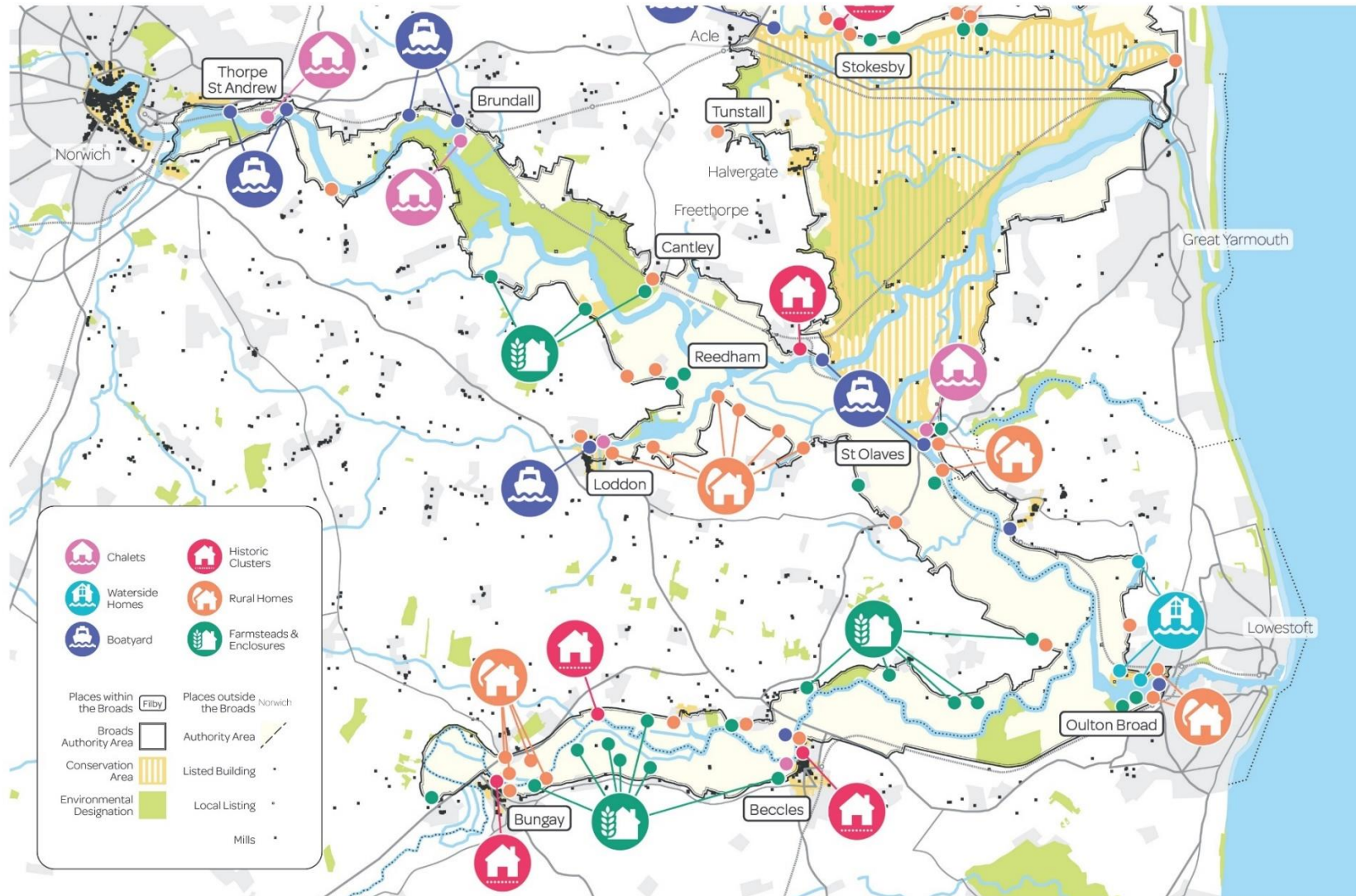
Farmstead

- 3.2 The maps on pages 12 and 13 show the main locations of the different building types, but they may also occur elsewhere in the Broads.

Diagrammatic map showing general location of building types in the northern Broads



Diagrammatic map showing general location of building types in the southern Broads





Waterside Chalets



Above: Leisure Hour, Hoveton on the river Bure. A traditional waterside chalet.

Key Defining Qualities

- Located adjacent to the water, often with private moorings
- Informal layout and development
- Designed to address the water frontage
- Simple built form

3.3 The simple buildings that sit beside the rivers of the Broads are one of its most attractive and distinctive characteristics and are largely unique to this area. Known locally as either 'chalets' or 'bungalows', they are very different from the modern idea of a 'chalet' or 'bungalow'. The original riverside buildings would have been workers' dwellings and were simple, lightweight structures designed to sit on the marshy, soft ground and built of local timber and reed.

3.4 During the Victorian period, supported by the development of the railways, the Broads became a popular destination for recreation. By the early 20th century, pleasure

cruising and the recreational use of the waterways was well-established and the waterside location of the chalets meant that they were attractive to an expanding holiday market.

- 3.5 Consequently, the late 19th and early 20th century saw the rapid development of chalets in and around the Broads villages in a variety of styles. Some chalets were simple in design with little ornamentation, whereas others incorporate whimsical features and decoration or are highly decorated featuring cottage-orné or Art Nouveau motifs in a bid to appeal to fashion-conscious tourists. During the 19th and early 20th century, some chalets were manufactured by companies such as Boulton and Paul of Norwich, but many others were built by local boatbuilders transferring their skills to this growing industry. The distribution of the chalets today is still largely as it was in the early 20th century, with no significant expansion of the areas, and while many of the originals have been rebuilt or replaced, the popularity of the chalets has continued into the 21st century.
- 3.6 The chalets are generally found on the fringes of settlements, sometimes close to boatyards. Their design often reflects the period in which they were built and they typically fall within one of the following categories:
- Cottage-type, taking design cues from the residential properties of the period;
 - Shed-type, originally resembling a boatshed with a simple form and little ornamentation;
 - Late 20th century, usually a renovation or replacement using modern materials;
 - Contemporary chalets, often picking up the traditional elements and combining them with an appropriate modern style.
- 3.7 The following text outlines the features that apply to all of the chalets type, with further details of the four different types provided at the end of this section.
- 3.8 Chalets are typically of a lightweight, timber construction, suitable for the marshy ground on which they sit. They are often slightly raised above ground level and accessed via steps. They are normally one or one and a half storeys in height with a pitched roof and have direct access to the water. They are normally arranged in a linear group following the line of the water's edge and many are within the flood plain and therefore at risk of flooding, particularly in winter. Chalets are often used as holiday accommodation, but some are also used as permanent dwellings. Many have separate boatsheds that are often smaller and have a similar appearance to the chalet.
- 3.9 Both the size and form of any chalet building will vary depending on its location within the Broads and the local character. Typically, the chalets at Potter Heigham sit on small plots, so are modest in size and form, while in Horning and Wroxham the plots are often larger and so may accommodate a more spacious chalet. Historically Brundall has been an area of boatyards and boat building, and here cabin-like buildings are more likely to

be found.

- 3.10 The traditional character and materials have survived on many chalets throughout the Broads, but these buildings are increasingly vulnerable to change. The change resulting from demolition and replacement is obvious, however incremental small-scale changes over time can also have a dramatic effect. 'Modernisation' often means the replacement of timber windows with UPVC, shingles or timber cladding with composite panels and upright wooden balustrading around a verandah with glass or Perspex panels. These changes are often done to reduce the maintenance required, but this 'upgrading' is not always visually successful and can cumulatively erode the traditional character of chalets as well as the wider landscape.
- 3.11 It is recognised that the traditional chalets may not meet modern expectations of comfort and energy performance, however these can often be 'improved' in a sensitive way which does not compromise their character.
- 3.12 There are examples of well-designed replacement chalets that reflect aspects of the traditional buildings in a contemporary manner. These buildings tend to be slightly larger and less lightweight than their predecessors, often in order to meet current Building Regulations. However, the successful examples still reinforce the local distinctiveness of the Broads through their design and choice of materials.
- 3.13 Consideration also needs to be given to external areas and suburbanisation of these areas is not appropriate, for example through the introduction of large areas of hardstanding.
- 3.14 As well as access from the waterway, vehicular access to a chalet is often by private shared tracks. These shared tracks are generally not publicly maintained and are often relatively narrow, with an unmade or gravelled surface. This has the potential to cause problems for pedestrians and cyclists, although some do have an asphalt road surface especially if they are in a settlement. Some chalets are not accessible by car and only have footpath access.
- 3.15 Some chalet plots do not have space for car parking, so this is achieved off site. Where parking is provided this is usually on the non-waterside elevation and the absence of riverside views of parked cars contributes significantly to the tranquil character of the chalet plots.

Key Features of Chalet Development



Above: The aerial view above demonstrates some of the characteristics of typical chalet development - see numbers below (credit: Bluesky International Ltd & Getmapping PLC)

1. Located by the water
2. Modest and symmetrical massing
3. Regular rectangular building footprint, set either parallel or perpendicular to the river
4. Good relationship with the river, often with moorings
5. Building set close to road/track with small waterfront garden, with soft landscaping and absence of hard surfacing/ decking and patios
6. Detached yet within close proximity to each other, although gaps between the buildings provide views to the river
7. Few and only small-scale ancillary buildings, primarily positioned on the street-side elevation



Above: Figure ground showing the positioning and spacing of the chalet buildings and their relationship to the spaces and water around them. © Crown Copyright

Example Locations:

- Brundall
- Horning (partly in [Horning Conservation Area](#))
- Hoveton and Wroxham (partly in [Wroxham Conservation Area](#))
- Potter Heigham and Martham

Prevailing Characteristics:

- a) Period: Late 19th to Present
- b) Plot Sizes: min 15 x 12m - max 60 x 35m
- c) Height: 1-1.5 storeys
- d) Building Type: Detached
- e) Parking: 0-2 spaces
- f) Floor Area Ratio: 0.3-0.8
- g) Building Coverage ratio: 0.3-0.5
- h) Roadside Garden: 1m-10m
- i) Waterside Garden: about 8m
- j) Mooring type: Private
- k) Building Line: Staggered but linear
- l) Roof form: pitched, often steep with equal or greater roof:wall ratio and with overhanging eaves
- m) Other Details: Often with boathouses

3.16 Further [guidance on waterside chalets](#) can be found on the Broads Authority website.



Above: Footpath access to the rear of the chalets (known as The Bungalows) at Potter Heigham. There is no vehicular access to many of the chalets. The path runs along the back and The Bungalows face the river.



Above: Typical access to chalets in Hoveton. These chalets have a frontage to both the track and the river, with the buildings primarily addressing the river.

Cottage-style Chalets

Key Defining Qualities

- Influenced by the 'cottage orné' movement of the 19th century with a 'chocolate-box' cottage appearance
- Tend to use traditional materials such as reed thatch and render with timber details, often with rustic-style unhewn timbers.

Roof, Form and Heights

3.17 Buildings are generally of a simple form set over a single floor although they sometimes feature small 'eyebrow' dormer windows where there is a room within the roof space. Roofs are dominant and often hipped but at times feature gable ends. Generally, the building is of balanced proportions but with a greater emphasis on the waterside elevation.

Elevations and Detailing

3.18 Often rendered, sometimes with pargetting and at times with applied 'mock' timber-framing or a combination of these. Alternatively, the buildings may have timber or timber-shingle cladding. Timber detailing and decoration often includes bargeboards and extends to a porch or veranda including timber posts and brackets, sometimes rustic-style unhewn timber is used. Timber windows are often numerous and are small cottage-style casements, sometimes with Arts and Crafts-style detailing or stained glass. Windows and other joinery are often painted in a contrasting colour to the walls.

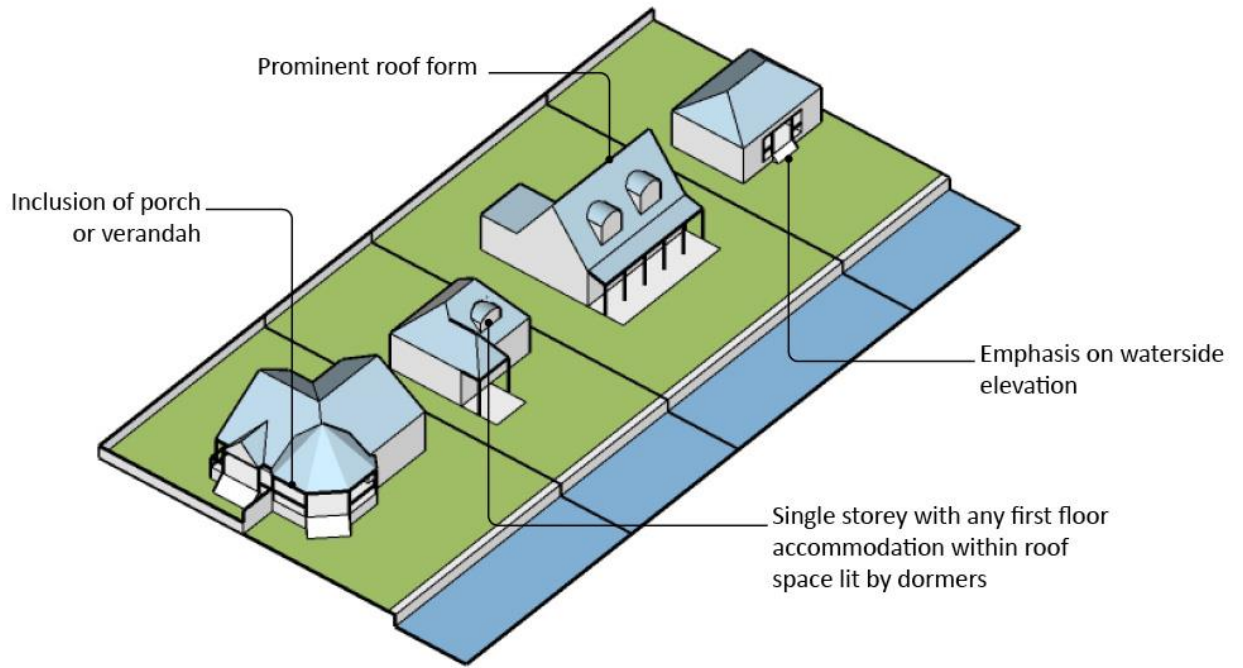
3.19 Roofs are often thatched with water reed or covered in timber shingles. In some locations profiled steel has been used.

Access and Water

3.20 Positioned close to the water with a private mooring cut for boats and at times without easy land access. On occasions, the chalets are raised above a boat shed with simple timber gates.

Spaces

3.21 Often comprising a lawned garden facing the water with simple boundary treatments to the sides of the plots, either comprising planting or low timber fencing. Sites are likely to have an open aspect to the river-frontage. There may be small ancillary outbuildings such as sheds, summer-houses or boat-sheds on the plot. Parking is rarely provided on the plot.



Above: Staithecote on the River Bure at Hoveton demonstrates a number of typical characteristics of the cottage-style chalet, with a thatched roof, deeply over-hanging eaves, timber windows and in this case pargetting.



Above: A more recent chalet on the River Bure at Hoveton, also displaying characteristics such as a thatched roof, eyebrow dormer, verandah and simple timber casement windows painted in a contrasting colour to the walls.

Prevailing Materials:



Timber shingles



Reed thatch



Timber-framing and render

Shed-type Chalets

Key Defining Qualities

- Compact, plain and simple construction akin to domestic ancillary or outbuildings
- Use of simple materials such as corrugated metal and timber cladding.

Roof, Form and Heights

- 3.22 Buildings have a simple form and are single storey in height. Roofs are mostly relatively shallow pitched (around 45-55 degrees) with gable-ends, although occasionally hipped, with the ridge-line generally running parallel to the river.
- 3.23 Most frequently the building footprint is rectangular with the widest elevation orientated towards the water.

Elevations and Detailing

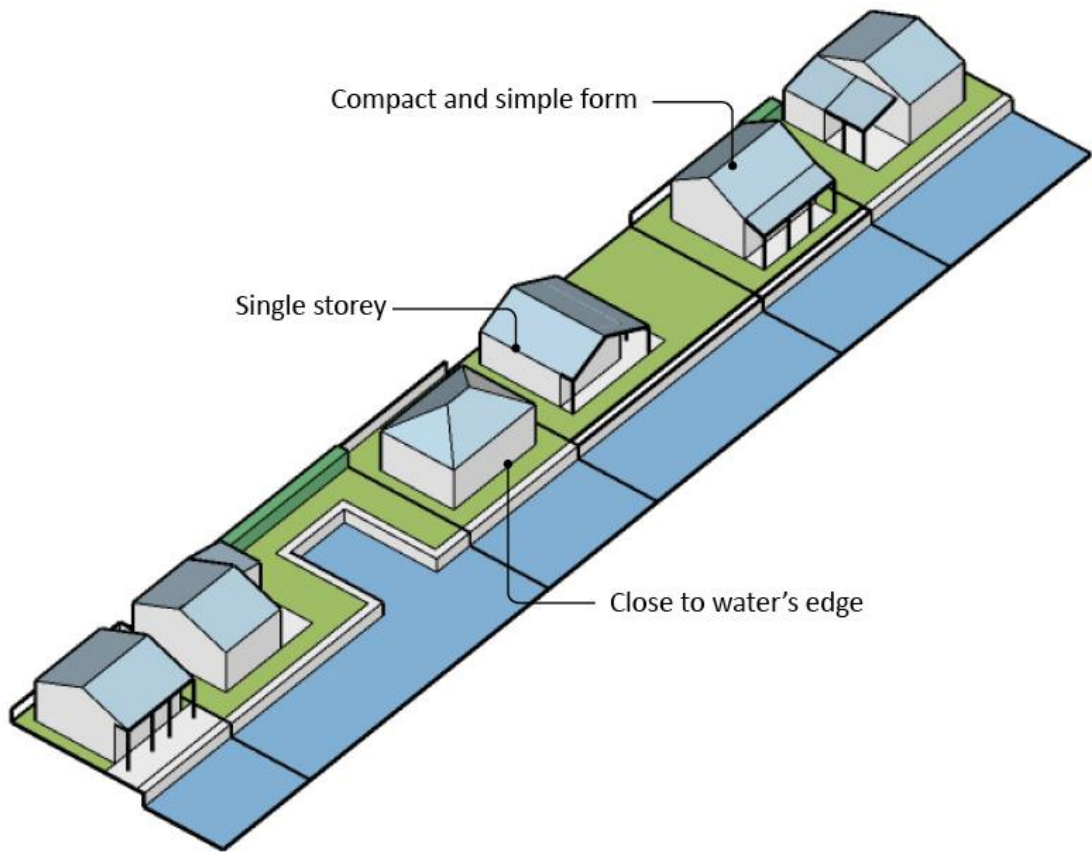
- 3.24 Often elevations have stained or painted timber cladding or shingles, with felt tiles or corrugated metal roofs, some of which have more recently been changed to tile which can erode the character. Windows are often concentrated on the water- frontage but may be limited in number and size.
- 3.25 Windows are traditionally timber or Crittall-style. Buildings often have a terrace, or the roof overhangs a veranda along the river-elevation.
- 3.26 Shed-type chalets are generally of timber construction and cladding along with other timberwork such as bargeboards and finials. Some have art nouveau or other detailing, while others are basic in style with little ornamentation.
- 3.27 Overall the form of the building is simple.

Access and Water

- 3.28 Positioned close to the water with a private mooring cut for a boat and at times without easy land access.

Spaces

- 3.29 Normally comprising a simple lawned garden, at times to the side of the chalet where the building is particularly close to the water's edge. Boundaries are often hedges or low timber fences. Sheds, summer-houses or boat sheds can be found on the site. Sites have an open aspect to the river- frontage. Parking is rarely provided on the plot.



Above: Typical shed-like chalet on the river Bure at Horning. The building has a simple form and fenestration which is painted to contrast with the timber-clad walls, with a profiled metal roof and verandah.

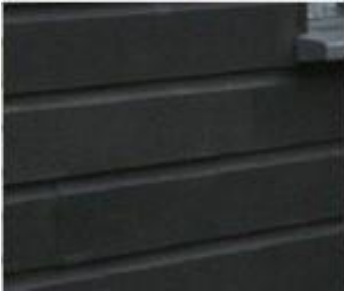


Above: A more contemporary remodelling of a shed-type chalet at Potter Heigham along the river Thurne, where there are predominantly shed-type chalets. This chalet retains the traditional simple form, with timber ship-lap cladding and a verandah.



Above: A simple shed-type chalet positioned parallel to the river Thurne at Potter Heigham. The metal roof overhangs a verandah and the building has simple fenestration in a contrasting colour to the timber cladding. There is a decorative timber balustrade and finials on the roof.

Prevailing Materials:



Timber cladding



Profiled metal sheeting



Open verandah

Late 20th Century Chalets

Key Defining Qualities

- More suburban and domestic in character, with use of modern materials and construction techniques. The buildings do not have the lightweight appearance of more traditional chalets.
- Larger buildings with accommodation in the roof space and dormer windows.
- Are typical of the time in which they were built (1970s-1980s) but do not reflect the Broads' vernacular and as such would not be considered appropriate as a style for new development.

Roof, Form and Heights

- 3.30 Buildings are generally of a scale similar to suburban homes of the same period, with first-floor accommodation arranged within a steeply pitched roof. Roofs are tiled and often contain dormer windows. The building footprint is usually rectangular with either a wide or narrow frontage facing the water.

Elevations and Detailing

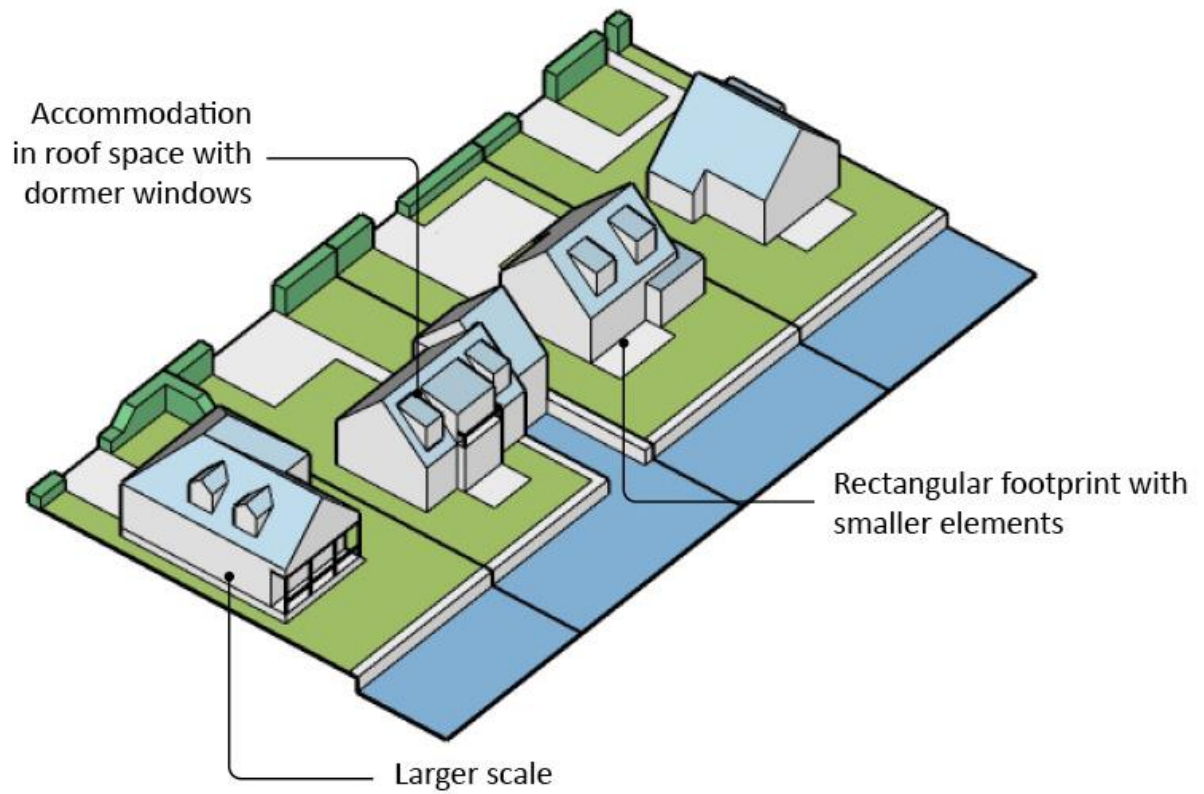
- 3.31 A mix of treatments can be found with render or timber cladding common. Windows tend to be large with emphasis around decking and projecting first-floor balconies. At times the appearance of elevations is quite plain.

Access and Water

- 3.32 Accessed from private roadway or track. Often positioned close to the water with a private mooring cut for boats

Spaces

- 3.33 Gardens often feature lawns, patios and decking. Boat sheds are sometimes present on site. Sites have an open aspect to the river- frontage. Parking may be provided on the non-waterside elevation.



Above: A late 20th century chalet building of 1.5 storeys, with a steeply pitched roof containing accommodation, lit by dormers. The roof has concrete pantiles and the walls have a light-coloured render.



Above: Late 20th century building at Hoveton in a similar style to the example above with a projecting first floor balcony. These properties are more suburban in style than traditional chalets

Prevailing Materials:



Clay tiles or concrete pantiles



Pale-coloured render



Dormers

Contemporary

Key Defining Qualities

- Tend to be a recent rebuild
- Often include extensive use of glazing (which may not always be acceptable now), and recessed balconies facing the water.

Roof, Form and Heights

- 3.34 Buildings are generally arranged over 1.5 storeys, with first floor accommodation enclosed within a steeply pitched roof. This may contain a first-floor recessed balcony, which the roof overhangs.
- 3.35 Better examples reflect the local vernacular in a contemporary manner (for example, reflecting the scale or form of more traditional buildings or through the use of detailing and materials) or exemplify sustainable architecture.
- 3.36 The building footprint is generally rectangular with either a wide or narrow frontage facing the water.

Elevations and Detailing

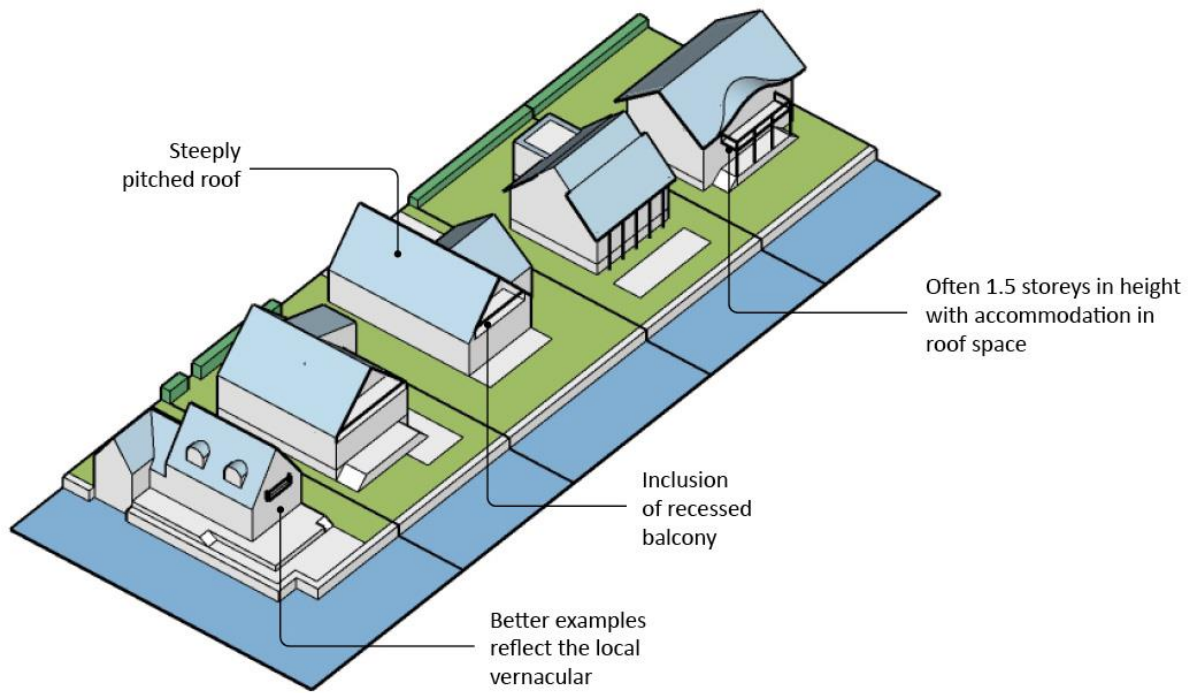
- 3.37 Generally, elevations are treated with glazing, timber cladding or render. Often there is a use of glass or composite materials that can be in contrast, and at times harmful, to the character of the surrounding area.

Access and Water

- 3.38 Often positioned close to the water with a private mooring cut for boats. They are sometimes close to maintained roads and can have easier access overland than other chalets.

Spaces

- 3.39 Boundaries are low timber fence panels or planting. There are sometimes boat sheds on site and there is usually an open aspect to the river-frontage, with parking provided on the non-waterside elevation. Lawns and soft landscaping are increasingly being replaced with decking and patio structures, but this is not considered beneficial and can erode the character of the area.



Above: A sustainably-built contemporary chalet on the River Bure at Wroxham.



Above: Bide-a-Wee, Hoveton. A contemporary replacement chalet that makeuse of traditional materials (timber cladding, shingle roofing) and references traditional details such as the deeply overhanging eaves and an over-sized eyebrow-dormer.



Above: Contemporary chalet buildings on the river Bure at Hoveton.

Prevailing Materials:



Timber cladding



Recessed balcony



Render



Waterside Homes



Above: Waterside homes at Beccles viewed from the opposite riverbank.

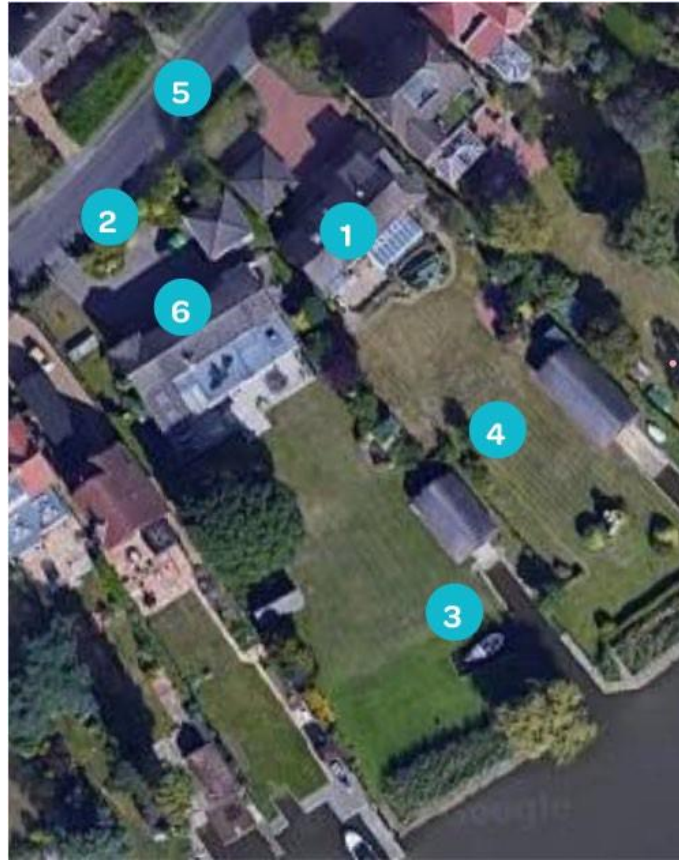
- 3.40 There are two main types of Waterside Homes and these are described in the sections below. The first type ‘Waterside Homes’, are generally larger detached or semi-detached properties set on a more substantial plot adjacent to the water. The second are smaller properties, often dating from the late 20th century, arranged in a terrace and frequently found in proximity to marinas. We will refer to these as ‘Waterside Homes (Marina)’.

Waterside Homes

Key Defining Qualities

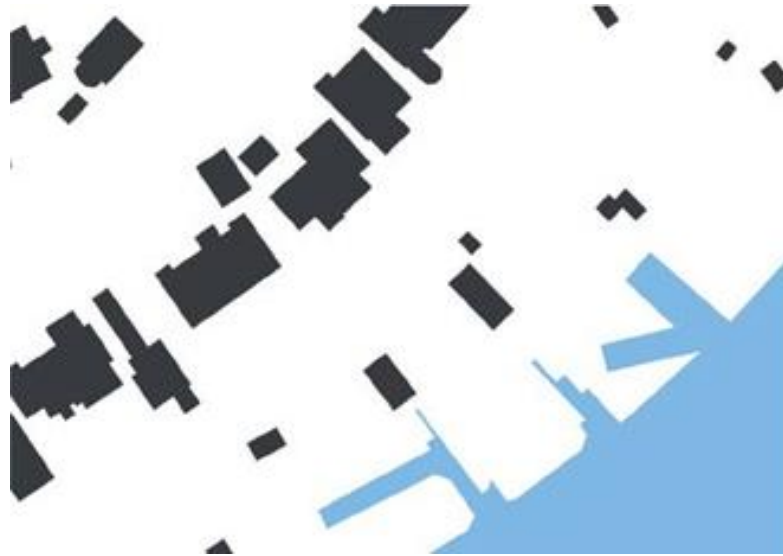
- Large detached and semi-detached homes and gardens
 - Conventional street access and frontage
 - Incidental extensions and outbuildings
 - Formal layout
- 3.41 From the late 19th century, the increased accessibility and popularity of the Broads led to a demand from wealthy industrialists and merchants for attractive, waterside dwellings from which to enjoy country pursuits such as shooting and fishing, as well as to demonstrate status.
- 3.42 Traditional Waterside Homes are formally laid out, often of substantial scale, and generally reflect prevailing national architectural and construction trends of the time. They are usually, but not always, a primary domestic residence and not dissimilar to buildings such as those found in Historic Clusters building type but are configured to make the most of their waterside setting, some with boathouses and other ancillary outbuildings.
- 3.43 Homes are generally of a larger scale within a sizable plot, positioned above river-level, with a large lawned garden running down to the water. Victorian and Edwardian homes are usually arranged over two or three floors with varied roof forms and ridge-lines punctuated by chimneys, whereas contemporary examples tend to be simpler in form.
- 3.44 Materials can vary but are more substantial than those found on chalets and are primarily traditional, for example, red brick, flint, and clay tile or slate roofs.
- 3.45 Properties tend to be served by conventional residential streets, with a carriageway and footway. Private drives provide off-street parking. Often the view of the water from roads is blocked by the scale of the homes, set back and landscaping. Access to the waterside is private and often dominated by large gardens, dense boundary planting and sometimes boathouses or garden rooms overlooking the water.

Key Features of Waterside Homes



Above: The aerial view above demonstrates some of the characteristics of typical waterside home development - see numbers below (Bluesky International Ltd & Getmapping PLC)

1. Large plot with detached or semi-detached house
2. Front drive and garage
3. Boathouse or outbuildings
4. Large garden on the waterside, often lawned with planted borders
5. House set back from residential street behind a front garden
6. Buildings often positioned parallel to the street with substantial elevations designed to address the street as well as the waterside



Above: Figure ground showing the relationship of typical waterside homes to the spaces and buildings around them © Crown Copyright

Example Locations

- Broad View Road, Oulton Broad (in [Oulton Broad Conservation Area](#))
- Anchor Street, Coltishall (in [Coltishall and Horstead Conservation Area](#))
- Beech Road, Wroxham (in [Wroxham Conservation Area](#))
- The Street, Belaugh (in [Belaugh Conservation Area](#))
- Puddingmoor and Northgate, Beccles (in [Beccles Conservation Area](#))

Prevailing Characteristics

- a) Period: 1850 – present
- b) Height: 2-3 floors
- c) Building Type: Detached or semi-detached
- d) Front Garden: Between 6-12m
- e) Waterside Garden: over 15m
- f) Floor Area Ratio: 0.2-0.7
- g) Roof form: Mixed (Gable/Hipped)
- h) Plot sizes: min 15 x 35m max 30 x 80m
- i) Building coverage ratio: 0.2-0.4

Prevailing Materials:



Red brick, with decorative brickwork



Slate roofs



Timber-clad boatsheds

Roof, Form and Heights

- 3.36 Waterside Homes are relatively large (larger than chalets), often 2-3 storeys in height and have elevations broken up into individual elements which reduces their massing.
- 3.37 They often have interesting roof forms and varied roof lines, including chimney stacks and dormers.

Elevations and Detailing

- 3.38 Elevations tend to express a strong architectural order and often incorporate variation between the ground and upper floors or protruding and recessed elements to the building's facade. As well as a prominent street frontage, emphasis is placed on the river-facing elevation where large windows, sunrooms and balconies can be found. Sometimes there is rich detailing.

Access and Water

- 3.39 Normally positioned on a substantial plot with a river frontage and private mooring, sometimes with a private boatshed.
- 3.40 Also good vehicular and pedestrian access directly from the street.

Spaces

- 3.41 Large enough streetside garden to allow on site car parking and possibly incorporate a garage or car port. Large waterside garden, sometimes with house positioned on higher ground and lawned garden running down to water.



Above: Waterside home at Oulton Broad, positioned parallel to the street and Broad, with a street-facing and waterside garden with private moorings. Situated on higher ground with the garden sloping down to the water's edge. The mass of the building is broken up through projecting elements, varied roof forms and chimney stacks.



Above: Waterside home at Irstead constructed from vernacular materials such as thatch and red brick and with a private mooring cut.

Waterside Homes (Marina)

Key Defining Qualities

- Located on water's edge
- Terraced or semi-detached homes
- 20th century planned, rather than piecemeal, development
- 'Marina' style; set palette and form
- Waterside access
- Ease of car access and provision, with car parking often provided to the rear street facing side of the property

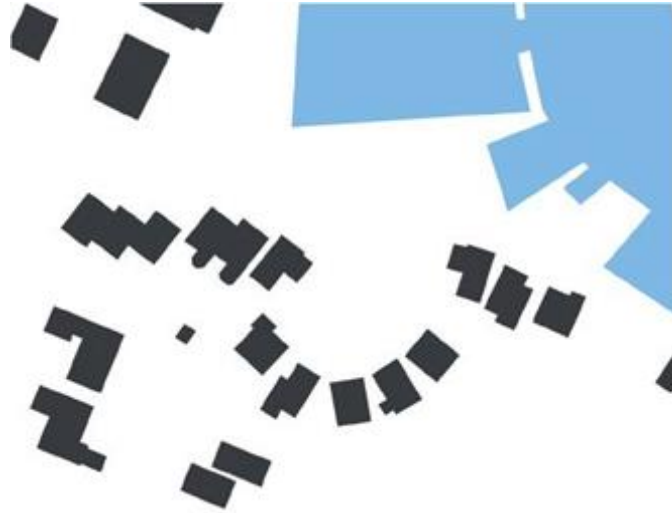
- 3.42 The 'marina' style of waterside homes arises from the strong demand from the late 20th century for properties beside the water for both holiday and permanent use. This demand coincided with structural changes in the boatbuilding and boat hire industries, which had meant that less land was needed to support those businesses and operators were looking for opportunities to diversify.
- 3.43 'Marina' developments reflect contemporary architectural development of the late 20th and early 21st century. Architecturally they are similar to ubiquitous coastal developments of that time, notably, in the south and east of England. The design of these buildings does not necessarily reflect the Broads' vernacular.
- 3.44 As with the other waterside homes, they address the water. However, the notable difference is the smaller individual plot sizes and the subsequent scale and form of these buildings. Smaller terraced houses are common, and the smaller size of the homes and gardens means that they sit closer to the river, often with a small external patio area next to the river.
- 3.45 Building lines are generally irregular, with a mix of projecting and recessed elements and gables, often with verandas and / or balconies adding to the elevational mix. There is often an extensive use of dormer windows, the prominence of which is highlighted by a change in material at upper floor levels.
- 3.46 The homes themselves tend to be conventionally configured, modern homes, with small street-side front gardens or front doors directly onto the street. This type of development is often within or on sites that have historically been part of a boatyard or associated light industry. Where the previous use continues on adjacent land this can result in conflict between the different uses, but does result in lively and varied areas.

Key Features of Waterside Homes (Marina)



Above: The aerial view demonstrates some of the characteristics of typical waterside home development - see numbers below (credit: Bluesky International Ltd & Getmapping PLC)

1. Public riverside access
2. Groups of houses and flats, often terraced and with a consistent design
3. Varied roof form and dormer windows
4. Small riverside private outdoor space
5. Vehicular access and better landside access than chalets
6. Modest or no street-facing garden



Above: Figure ground showing typical marina waterside homes and their relationship to other buildings and the land and water around them © Crown Copyright

Example Locations

- Loddon Quay, Loddon (in [Loddon and Chedgrave Conservation Area](#))
- Staithe Way, Wroxham (in [Wroxham Conservation Area](#))
- River View, Beccles (in [Beccles Conservation Area](#))
- Ferry Road, Horning

Prevailing Characteristics

- a) Period: 1980-2010
- b) Height: 2-3 floors
- c) Building Type: Terraced, semi-detached or detached
- d) Streetside Garden: Between 2-4m
- e) Waterside Garden: Between 2-8m
- f) Floor Area Ratio: 0.5 - 0.8
- g) Roof form: Mixed (Gable/Hipped) with Dormers
- h) Plot sizes: Around 7 x 20m
- i) Building coverage ratio: 0.3 – 0.5

Prevailing Materials:



Clay or concrete tiles



Varied roofline



Mix of cladding materials

Roof, Form and Heights

- 3.47 These homes often have a staggered terraced form, with buildings of two storeys, or occasionally 2.5 storeys with accommodation in the roof lit by dormers.

Elevations and Detailing

- 3.48 Marina-type waterside homes often incorporate a mix of projecting and recessed elements and gables, along with terraces, verandahs and first floor balconies. There is sometimes a change in material for upper floor levels. There is often a more simple architectural treatment on the street-side of the building.

Access and Water

- 3.49 Homes can be accessed by both road and water, with either private or shared car parking provided to the street-side.

Spaces

- 3.50 Buildings sit close to the river with a small terrace or patio / garden area on the river frontage. To the street-side they either sit directly fronting the street or a car parking area or have small courtyard type garden.



Above: A terrace of waterside (marina) homes in Loddon, with a varied roof form and use of brick and render to break up the massing and provide visual interest.



Above: Terrace of waterside (marina) homes in Beccles with typical red brick and varied roof forms, along with a consistency of design.



Boatyards



Above: Traditional boatyard at Ludham, with large timber-clad buildings, gables fronting the water and the far building demonstrating clerestory windows beneath the building's eaves line.

Key defining qualities

- A mixture of large sheds of different volumes arranged around yards, inlets and waterways in an apparently ad-hoc manner often dictated by function.
- Also comprising boat cranes, moorings and slipways.

3.51 Although boat building yards for trading vessels have existed for centuries, the boatyards we see today largely stem from the advent of sailing and holiday cruising on the Broads from the late 19th century onwards. Boatyards developed their own vernacular of simple, lightweight timber boatsheds, suited to both the uncertain subsoils of the wetlands and to the carpentry traditions of the boatbuilder.

3.52 The prevailing use of timber for the structure, external cladding and fenestration, gave consistency, which was echoed in the manner of adding new sheds in battery formation as the yard expanded. In more recent years, the use of painted corrugated iron for roofs

and walls has become more common. The gable-ended sheds, with their large doors, timber quay-heading and the boats themselves, made up the boatyard scene. A certain harmony arose from the functional relationship of boats, boatsheds and the waterside environment, which is still discernible where earlier sheds still exist, although in many cases this character has since been eroded.

- 3.53 Boatyards are intertwined with the function and enjoyment of the Broads and are a distinctive part of its character as well as being essential to its economy. Although they were historically used for boat building, many boatyards now focus on boat maintenance, repair and storage, as well as offering on-site mooring and boat hire. Some sites have reduced in size with pockets of housing or holiday accommodation around their periphery. Some locations are intermixed with waterside chalets which show the close relationship of different activities on the waterways. In such cases, although the boatyards are commercial or industrial in nature, their relationship to water makes neighbouring residential more palatable

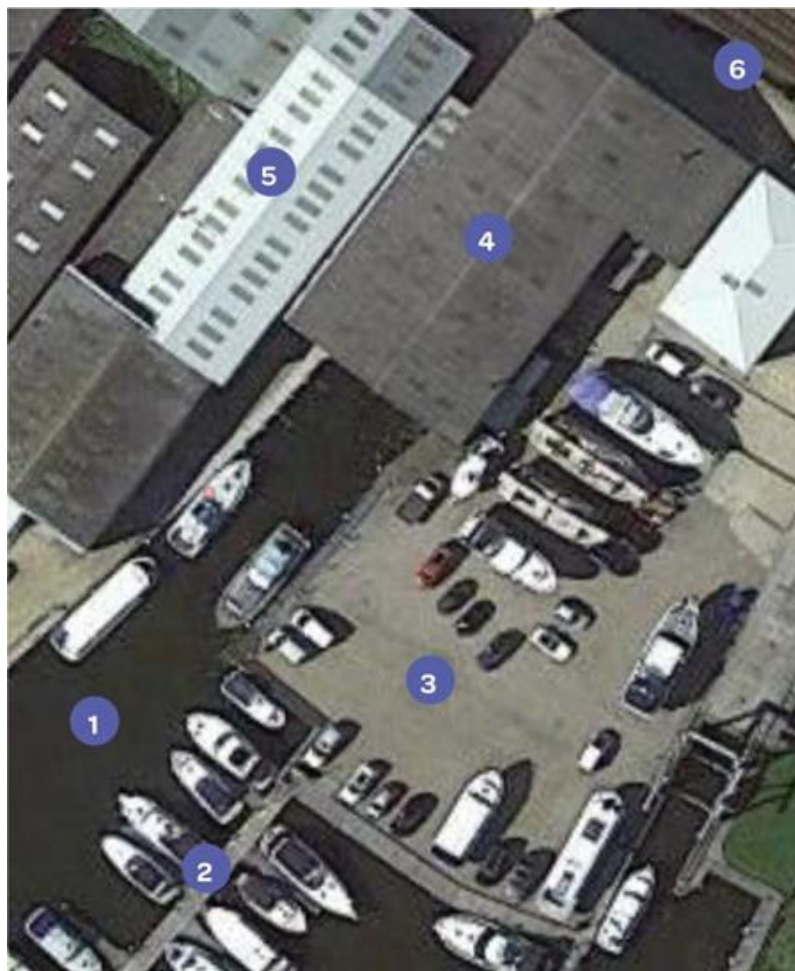
Activities within boatyards include:

- Boat building
- Boat maintenance, repair and restoration
- Refitting
- Sail making and rigging
- Engineering services
- Electrical services
- Under cover and outside storage
- Moorings
- Cranage and boat launching
- Chandlery
- Recreational boat hire
- Facilities for holiday makers or day trippers (WCs, showers, kiosks)

- 3.54 Boatyards vary in size and the number of businesses they support, and boatyards can be grouped close together, especially in locations where there is good access to the water. Their form and layout will reflect the nature of the work they have done historically as well as what they do now and their development needs will be influenced by changing practices in the industry. Typically, yards which build will need taller sheds than those that do not, as they need space for cranes and tall machinery, while a yard which hires boats out will need car parking for customers' vehicles.

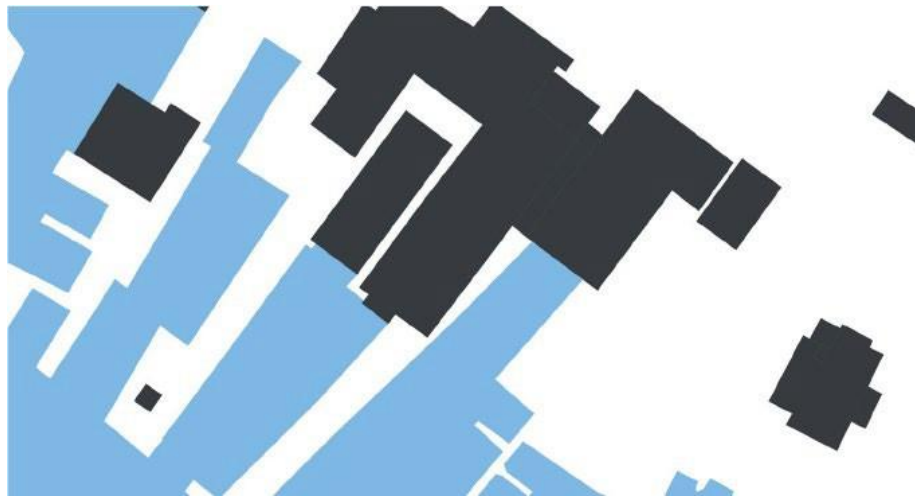
3.55 Most boatyards have moorings within their site and these can be for their own boats (which may be available for hire), for customers' boats or for visiting craft. These moorings may be located alongside the land, off a floating pontoon or within a mooring basin and the combination of land and water, boats and buildings contributes strongly to the distinctive character of this element of the Broads.

Key Features of Boatyards



Above: The aerial view demonstrates some of the characteristics of typical boatyard development - see numbers below (credit: Bluesky International Ltd & Getmapping PLC)

1. Direct connection to the water
2. Numerous inlets, mooring and pontoons
3. Yards for manoeuvring storage and maintenance
4. Medium to large building footprints
5. Regular building form
6. Good road connection



Above: Figure ground showing relationship of built form to open spaces and water in typical boatyard © Crown Copyright

Example Locations

- Hoveton
- Brundall
- Wroxham
- Beccles (some in [Beccles Conservation Area](#))
- Stalham Staithe (some in [Stalham Staithe Conservation Area](#))

Prevailing Characteristics

- a) Period: 19th century - 2020
- b) Height: 1-2 floors
- c) Building Type: Large boatsheds with ancillary machinery and structures
- d) Parking: expansive
- e) Building line: Staggered - Random
- f) Building footprint: min 7 x 15m - max 20 x 55m
- g) Yard size: c. 40 x 50m or more
- h) Floor Area Ratio: 0.5
- i) Building Coverage Ratio: 0.4 - 0.5

Prevailing Materials:



Clerestory windows

Profiled metal sheeting

Timber cladding

Roof, Form and Height

- 3.56 Roofs tend to be of a low to modest pitch in gable form, with the ridge running the long width of the building and the gables fronting the river. Often buildings are attached and create a rhythmic roof composition; this is varied with different widths, ridge heights and pitches. Buildings are generally of a large format with minimal windows and skylights.

Elevations and Detailing

- 3.57 Architecture is often austere and utilitarian. The changing scale of the simple forms from one building to the next provides the interest.
- 3.58 Rows of clerestory windows often run beneath the eaves.
- 3.59 The buildings have large hanger doors that are left open whilst in use.
- 3.60 More interesting examples of these building types feature painted sheet metal, timber cladding, recesses or signage.

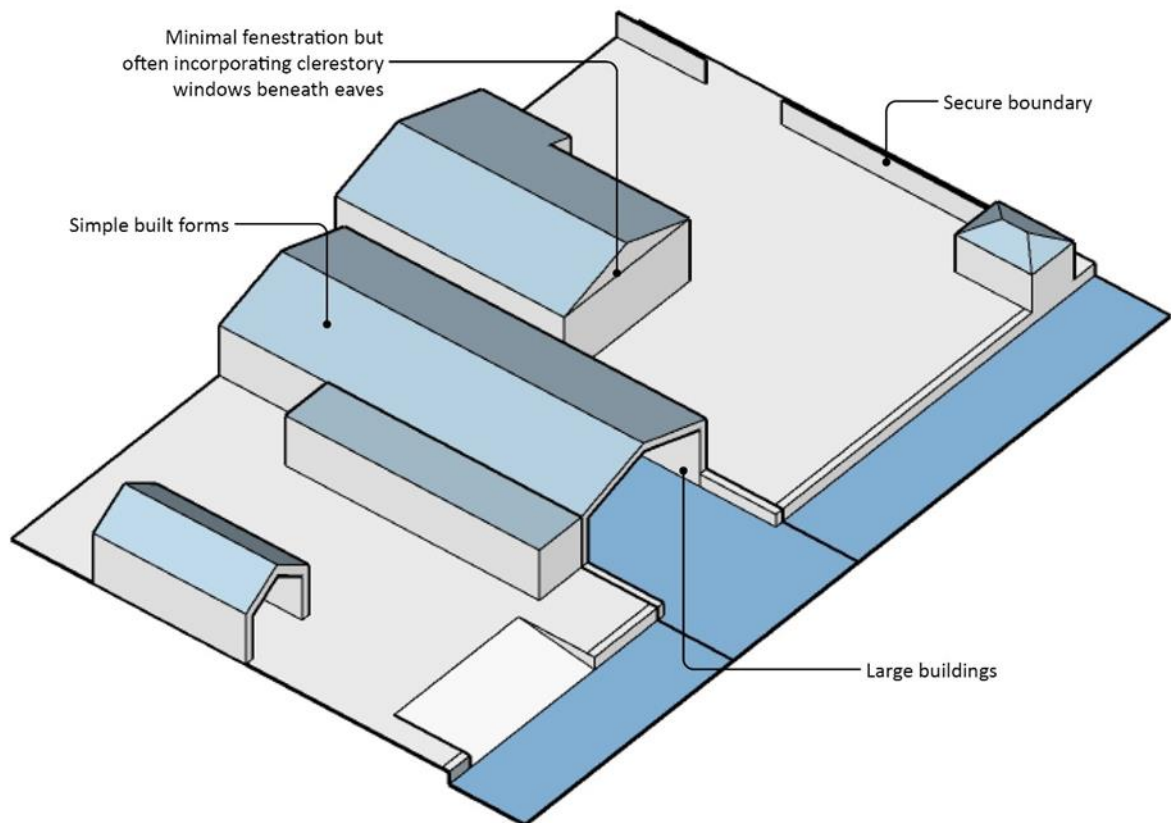
Access and Water

- 3.61 Boatyards are generally accessed by a publicly maintained road, typically on a main road in or near a settlement. Often access and junctions are designed for large vehicles and at times pedestrian access can be poor. Many yards provide areas of parking for customers and associated businesses. Typically, they are bounded by a security fence with lockable gates. Often there is no through route for pedestrians or cars, with only a single point of access.
- 3.62 Water access is inseparable from the function of a boat yard, many of which are penetrated by inlets that maximise the efficient use of space and facilities within the boatyards. These inlets, together with open yards and the informal layout of buildings, contribute to the flexibility and adaptability of locations for the different size, purposes and number of vessels that can be serviced. The variety of buildings, yards and inlets

demonstrates the informal growth and change of the boatyards over time.

Spaces

- 3.63 Spaces around the buildings are largely made up of yards, enclosing a significant amount of activity and operation. Business and industrial activities do not always take place under cover or within a building. The yards are often inseparable to the use, function and access to adjoining buildings and waterways. They often feature large apparatus and plant such as boat cranes. Generally, they are occupied by a mix of cars and boats in an informal manner as the needs of the yard changes with the seasons. They are usually hard surfaced and do not often feature planting, although sometimes there are grassed areas and peninsulas. The large areas of hardstanding, car parking and visual clutter caused by various apparatus, can result in them being detractors to the landscape.





Above: typical boatyards in Barton Turf, Thorpe St Andrew and Wroxham (top to bottom), with large boatsheds of varying heights but similar forms with a prominent gable fronting the water's edge and the use of metal and timber cladding.



Historic Clusters



Above: the village of Ranworth viewed from the Staithe

Key defining qualities:

- Generally, comprise clusters of pre-20th century buildings on narrow streets as part of settlements once dependent on the waterways.
- Architecturally buildings can vary, due to different ages of the buildings
- There can be a denser form of development than in other areas

3.64 Historically these settlements were closely related to the water in the way in which they functioned, with most agricultural, domestic and other goods arriving and departing the settlement via the quay or staithe. The relationship with the water is still an important part of the settlement's character. The buildings are similar to those found in villages across East Anglia. These clusters are often found as part of larger settlements that straddle the Broads Authority boundary. Often these buildings have changed in use over time and have been closely related to agriculture, rural trades and subsistence with trade via the waterways.

- 3.65 As these settlements developed over many hundreds of years, different architectural styles can be found in close proximity. However, despite this variety there are commonalities in the scale, use of materials and the position of the buildings in relation to streets, each other and the water.
- 3.66 The variety of buildings types adds to the richness of these environments with detached, semi-detached and terraced properties, as well as the juxtaposition between commercial and residential buildings. Generally, the properties positioned in close proximity to one another with a dense grain of development.
- 3.67 Properties were located away from marshy areas or those that regularly flooded. These settlements are now easily accessible by road or sometimes rail with water access mostly being for amenity and recreation.

Key Features of Historic Clusters



Above: the aerial view demonstrates some of the characteristics of typical waterside home development - see numbers below (credit: Bluesky International Ltd & Getmapping PLC)

1. Properties front onto street
2. Denser form of development with clusters of buildings

3. Consistent property line
4. Less dominant connection to water
5. Medium sized back gardens
6. Gable/cross gable roof form common



Above: Figure ground showing typical plan form of historic cluster development
© Crown Copyright

Example Locations:

- Coltishall (in [Coltishall and Horstead Conservation Area](#))
- Belaugh (in [Belaugh Conservation Area](#))
- Stokesby
- Thurne
- Reedham
- Ranworth
- Northgate and Puddingmoor, Beccles (in [Beccles Conservation Area](#))
- Bridge Street, Bungay (in [Bungay Conservation Area](#))

Prevailing Characteristics

- (a) Period: 1500 – 1920s
- (b) Height: 1-2 Floors
- (c) Building Type: Terraces and buildings attached to one another

- (d) Parking: 1
- (e) Front Garden: 0-2m
- (f) Rear Garden: 5-20m
- (g) Building Line: Continuous – Staggered
- (h) Plot Sizes: min 5x15m - max 25x40m
- (i) Floor Area Ratio: 0.5-1.1
- (j) Building Coverage Ratio: 0.3-0.7

Prevailing Materials



Painted brick, pantiles



Coloured render



Flint and gault brick dressings

Roof, Form and Height

- 3.68 Buildings are often of a regular shape though at times can be irregular with walls angled to accommodate a street or a neighbouring property.
- 3.69 Roofs are generally pitched, sometimes with parapeted gables and can feature dormer windows.
- 3.70 Traditional materials are used for roof coverings, predominantly clay pantiles, with some use of slate or water reed thatch.
- 3.71 Buildings can vary in height. Predominantly they have two storeys but can be single storey or occasionally have up to three storeys.

Elevations and Detailing

- 3.72 Buildings are generally of red brick, with examples of flint, painted brick and coloured render. They are relatively simple in design with subtle decorative features such as the

use of gauged brickwork over windows and doors, occasionally moulded brickwork, mock timber framing and knapped flintwork.

- 3.73 Windows and doors are often traditional in design.
- 3.74 There has been some modern and contemporary infill that are of mixed success. The good examples respond to the local vernacular and context to positively contribute to the sense of place.

Uses and Activities

- 3.75 Buildings have generally been adapted over time. Many exhibit signs of former uses as pubs, shops, light industry or warehouses and have since been converted to homes, offices or other commercial uses. Often these changes are evident within the frontages of buildings, roof form or remnants of former doors and windows. Although residential dominates most areas, streets may contain a small amount of workspaces, offices, retail and leisure.

Access and Water

- 3.76 Historic settlements tend to be set a distance from the Broads or on the upper reaches of tributaries that are outside the Broads Authority boundary. Where they are close to the water there are some homes with similarity to Waterside Detached homes, such as large gardens leading to the water's edge. Many settlements retain public access to the waterside, either via staithes (Belaugh and Irstead), a river frontage (Reedham and Coltishall) or narrow alleyways ('The Scores' in Beccles). Historically, these would have been used for subsistence and trade, but today provide important views and access to the water for all.

Spaces

- 3.77 Streets are formed gradually over time and demonstrate evidence of historic land use and ownership. Buildings sit close to streets and spaces, creating a dense, more urban grain. Properties often have their primary elevation facing the street, sometimes with front doors directly onto the footway. Properties either have small front gardens or sit directly on the street edge.
- 3.78 In places, streets can be narrow with no pavements. Parking is generally constrained, either on plot or on-street. Some older garages and drives are not easily accessible.
- 3.79 Properties tend to be located on long, narrow plots, which either have no or modest front gardens. Private rear gardens can be either small courtyard-style gardens or large in size and tend to be well enclosed, sometimes with an open river frontage. Where gardens and streets have been changed to accommodate modern requirements for bins, servicing, storage and parking, it has at times had a detrimental effect on the street scene.



Above: A view of Thurne, with the historic cluster of development viewed from the opposite riverbank.



Above left: Thatched cottages in Ludham, with painted brick, render and timber joinery and building line directly on the pavement.



Above right: single storey flint cottage in Reedham with red pantile roof with dormer windows lighting accommodation in the roof space.



Above left: brick terraced housing in Stalham Staithe, with pantile roofs and small front gardens with a brick boundary wall.
Above right: Close-knit development at The Score in Beccles, with a mix of buildings constructed from various vernacular materials.



Rural Homes



Above: Rural homes in Tunstall

Key Defining Qualities:

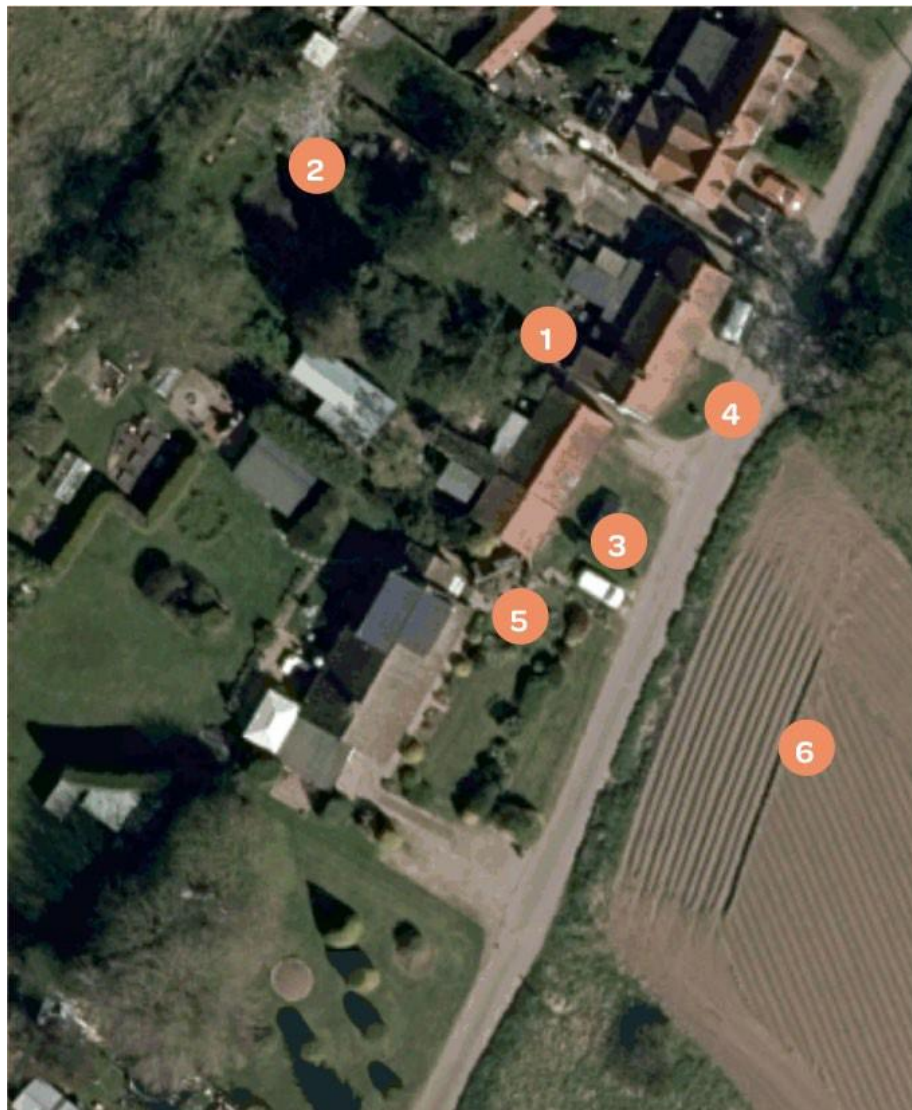
- There are a wide variety of different Rural Home types, ranging from 20th century bungalows and local authority housing, to 19th century workers' cottages and substantial detached properties.
- Low density homes, with sizable garden
- Can be detached, semi-detached or terraced
- Represent incremental growth of hamlets and village fringes or development associated with the agricultural industry

3.80 These low-density homes are often the result of late 19th century or 20th century growth of hamlets or villages, often on their fringes or alternatively were built as worker's homes in proximity to farms. Streets sometimes comprise a mix of 'Historic Clusters' and 'Rural Homes'. Generally, these are distinct from historic clusters in that they are much lower density, with larger plots (and gardens), set along lanes and occasionally cul-de-sacs. Often, they are arranged in a linear pattern along a road. Sometimes just one side of a road will have development with open-fields, woodland or marshes on the other,

providing a pleasant outlook for homes. At times these are located on a ridge where the landscape transitions between the agricultural landscape on higher ground and the openness of the Broads on the slightly lower ground.

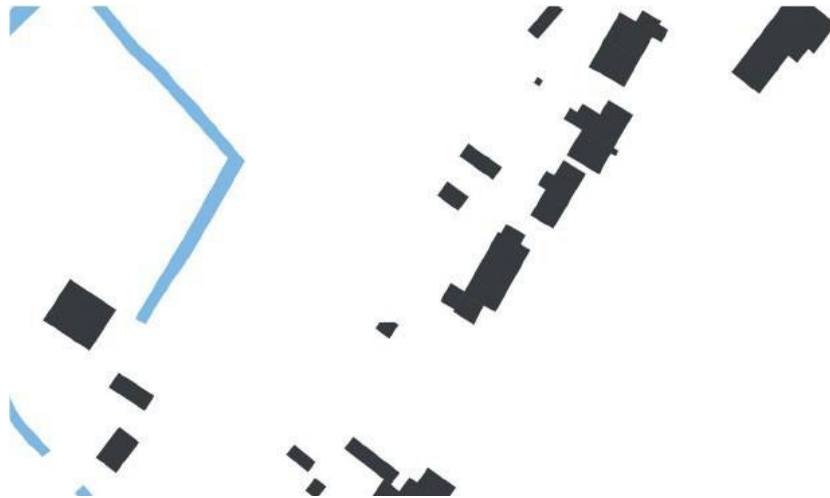
- 3.81 Private drives and garages are often included on the plots due to their larger size and location. There is some variety in built form, especially due to extensions and adaption. Buildings are often 1-2 storeys in height and are relatively wide.
- 3.82 The appearance and detail are often representative of the style of the time with a mix of Georgian, Victorian and mid-20th century. The latter sometimes comprise of simple single-storey bungalows. Older properties tend to be substantial with a deliberate order and design, whereas more recent homes tend to be plainer and moresimple.

Key Features of Rural Homes



Above: The aerial view demonstrates some of the characteristics of typical rural home development - see numbers below (credit: Bluesky International Ltd & Getmapping PLC)

1. Semi-detached/detached or terraced properties
2. Spacious back gardens
3. Wide fronted home set back from street
4. Varied property frontage
5. Incremental periods of development
6. Strong relationship with open fields



Above: Figure ground showing typical plan form of built form to open space in rural home development © Crown Copyright

Example Locations

- Ormesby St Michael
- Tunstall (in [Halvergate and Tunstall Conservation Area](#))
- Hardley Street
- Langley Street
- Dilham

Prevailing Characteristics

- (a) Period: 1800 - 2020
- (b) Height: 1-2 Floors
- (c) Building Type: Detached, semi-detached or terraced

- (d) Parking: 1-3
- (e) Front Garden: 5-8m
- (f) Rear Garden: 10-16m
- (g) Building Line: Staggered Broken
- (h) Plot Sizes: min 10x30m max 15x80m
- (i) Floor Area Ratio: 0.3-0.6
- (j) Building Coverage Ratio: 0.2-0.4

Prevailing Materials:



Red brick



Thatch



Thatch and render

Roof, Form and Height

3.83 Homes are often of a similar size and scale, set either over 1, 1.5 or 2 floors.

3.84 More recent homes tend to be larger in scale.

3.85 Generally, roofs comprise a mix of gable and cross gable forms, often punctuated by chimneys.

Elevations and Detailing

3.86 Buildings generally comprise red brick with a clay pantile-covered roof. In some instances water reed thatch or slate can also be used.

3.87 Walls tend to be built from Norfolk red brick, with some painted brickwork or coloured render and flintwork also found.

3.88 Recent developments often draw inspiration from historic references and use traditional materials such as render and brick dressings.

- 3.89 Windows are generally a mix of timber sash or modern casement windows.
- 3.90 Buildings sometimes have projecting or recessed porches; bay windows are unusual.
- 3.91 The principal elevation tends to face the street with a more modest treatment at the rear.

Access and Water

- 3.92 Many homes feature private drives found either at the side or the front of the property. Many have garages and / or turning spaces, though this is not always the case.
- 3.93 These properties infrequently have river access but occasionally have drainage ditches acting as a boundary.

Spaces

- 3.94 Buildings are often arranged along lanes that lead between farms and villages. These tend to be narrow but can normally accommodate two cars passing but do not feature a pavement. Some more recent developments on the edge of villages do incorporate a footway.
- 3.95 Buildings are frequently arranged on only one side of the street with open fields on the other.
- 3.96 Generally, homes are set in a large plot and have large rear gardens providing good amenity space for high occupancy homes. Contemporary developments tend to have more modest gardens.
- 3.97 Front gardens tend to provide some planting and a driveway and parking. Gardens tend to have been personalised, more ornamental and formal (opposed to natural and informal), with planting over time and frequently include trees and established shrubs and low-level planting, with native hedging as a boundary treatment.



Above: Examples of Rural Homes



Farmsteads



Above: Farm at Ludham, with buildings positioned directly adjacent to the road and single storey buildings forming farmyards within the site.

Key defining qualities:

- Isolated clusters of buildings positioned either directly on lanes or set back from the public highway amongst fields and accessed via long private tracks.
- Farmsteads accommodate a variety of different building types relating to their agricultural use. Often have historic origins and contain both historic and more modern building types.
- Farmhouses are often positioned facing the road on a plot immediately adjoining the farm to which they are related, rather than within the farmyard and have a more domestic setting.

3.98 Farmsteads were often formed in the 18th or 19th centuries and contain historic buildings that were built for a particular use, with the form and design of the building reflecting that function, for example, as a pig sty, a threshing barn or cattle shed. The design and arrangement of the buildings, reflects the local materials that

were available, as well as local farming practices.

- 3.99 In the Broads, farm buildings such as barns are not commonly found remote from the farmstead and instead tend to be situated in close proximity to one another, often arranged around a farmyard, or series of adjoining yards. This creates clusters of buildings in the landscape, often with historic buildings at the core and larger-scale more modern structures such as metal-clad barns or silos towards the edge of the farm site.
- 3.100 As farming methods and requirements have changed, many traditional buildings have become redundant and so buildings have been adapted for new agricultural practices or different uses. Since the late 20th century, many have been converted for uses such as residential or holiday accommodation or commercial use. This means some farms have transitioned from being occupied and managed by one party to having multiple different users and activities on site.
- 3.101 Further guidance from Historic England is also available, such as [Farm Buildings and Traditional Farmsteads](#) and the [Historic Farmsteads Preliminary Character Statement – East of England region](#).

Often farmsteads comprise of:

- Farmhouse
- Workers' cottages
- Barns
- Workshops
- Stores (small and large scale)
- Animal housing and shelters
- Silos

Key Features of Farmsteads



Above: Aerial view of typical farmstead (Bluesky International Ltd & Getmapping PLC)

1. Properties informally arranged around historic farmyard
2. Larger footprint barns/outbuildings
3. Typically pitched roof form with gable ends
4. Private driveway



Above: Figure ground showing relationship between buildings and open space in typical farmstead © Crown Copyright

Example Locations:

- Stokesby Hall Farm
- Herringby Hall Farm
- Claxton Manor Farm
- Clippesby Hall Farm
- Manor Farm, Tunstall (in [Halvergate and Tunstall Conservation Area](#))

Prevailing Characteristics

- a) Period: 1500 - 2000
- b) Height: 1-2 floors
- c) Building Type: Detached
- d) Parking: 4+ spaces
- e) Rear Garden: 6-10m
- f) Building Line: Courtyard
- g) Floor Area Ratio: <0.1
- h) Building Coverage Ratio: <0.1

Prevailing Materials:



Timber cladding



Flintwork



Red pantiles



Thatch and parapeted gables



Painted masonry



Flint and red brick



Metal sheet cladding



Open-sided shelter

Uses

- 3.102 Many are still functional farms, although modern farming practices often require larger buildings which has meant that some smaller buildings have become redundant and larger modern structures have been erected.
- 3.103 Some buildings have been converted or adapted to other uses such as private homes, holiday accommodation, workshops or offices.
- 3.104 Historic farmhouses are normally still in residential use and are often still associated with the farm but are occasionally now in separate ownership.

Roof, Form and Height

- 3.105 The form tends to be varied and incrementally extended over time to meet the needs of the farm. This creates a varied composition within the cluster of buildings.
- 3.106 Historic large (threshing) barns frequently have parapeted brick gables with steep pitched roof slopes that would have been (or still are) thatched with water reed. In some instances, the thatch has been replaced with pantiles or corrugated metal.
- 3.107 Single storey outbuildings often form courtyards and have hipped, pantile roofs. More modern farm buildings tend to be larger in scale with lower pitched, sheet metal roofs.

Elevations and Detailing

- 3.108 Buildings are generally functional, have developed over time and have different proportions, all of which reflect the use for which they were built.
- 3.109 Often comprise a mix of materials, for example red brick plinths, with flint panels or timber cladding, or wholly Norfolk red bricks.
- 3.110 Detailing and dressing tends to be modest. Agricultural buildings often have large areas of blind walls with limited openings, restricted to small slit windows and large functional doors.

Access and Water

- 3.111 Farmsteads are generally set away from the water, although the farmland associated with the farm may be adjacent to the waterways.
- 3.112 Some farms have ponds and drainage ditches within their sites.
- 3.113 Farms are either accessed directly from the road into the farmyard or alternatively access is via a private track, with the farmstead sat amongst the fields or marshland.

Buildings are generally arranged around a courtyard. Both courtyard and track tend to be unmade or gravelled, although those on a working farm or where there are new uses may be concreted or upgraded.

Spaces

3.114 Generally, buildings are arranged to form one or multiple farmyards. These are used for farming activity and storage of plant. Where buildings have been converted these can be used for amenity space, access and car parking.

3.115 Farmyards are functional spaces with little soft landscaping or greenery, although the rural position of farmsteads means there is normally plenty of greenery immediately adjacent to the farmstead and often within the adjoining farmhouse garden.

3.116 Farmhouses or workers' housing tend to have modest to large gardens.



Above: Examples of farmstead buildings, in agricultural use and converted to residential use (bottom row)

PART TWO: The Design Code



Above: An aerial view showing a cluster of buildings by the Broad in Ranworth.

4. The Design Code Approach

10.1 The over-arching aim of the design code is to deliver high quality places that:

- Provide sustainable buildings, places and neighbourhoods
- Protect and enhance biodiversity and the natural environment
- Preserve and enhance the historic environment and the Broads' cultural heritage
- Promote health and well-being
- Create inclusive streets, spaces and homes for balanced communities

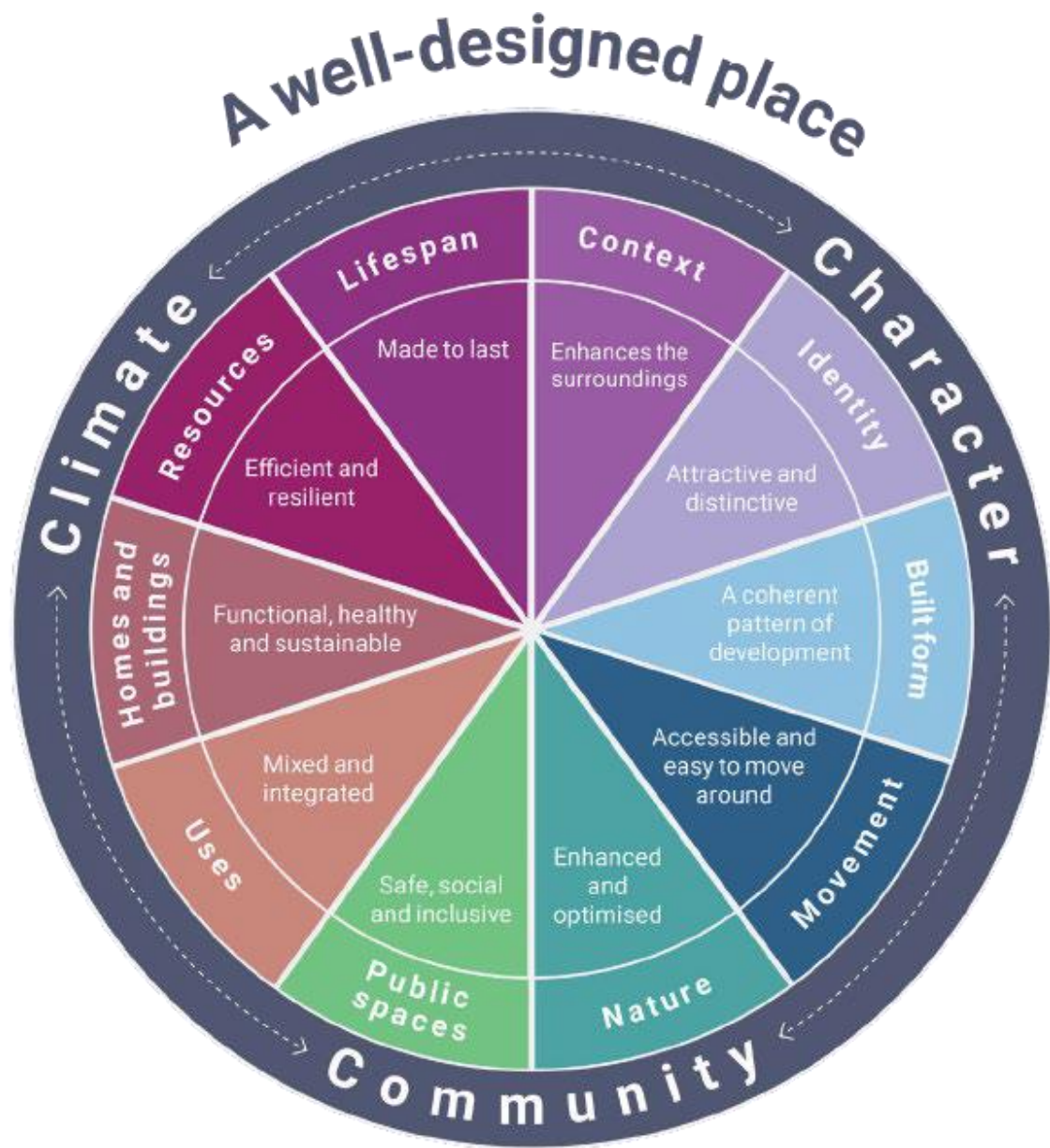
10.2 These themes can be seen as a common thread through all the codes with each contributing to the enhancement of the Broads.

10.3 The National Design Guide defines a well-designed place as one with these characteristics:

- **Context** enhances the surroundings.
- **Identity** attractive and distinctive.
- **Built Form** a coherent pattern of development.
- **Movement** accessible and easy to move around.
- **Nature** enhanced and optimised.
- **Public spaces** safe, social and inclusive.
- **Uses** mixed and integrated.
- **Homes and Buildings** functional, healthy and sustainable.
- **Resources** efficient and resilient.
- **Lifespan** made to last.

10.4 Good design must incorporate all of these characteristics. However, given the status of the Broads as a protected landscape it is all the more important that the natural environment is protected, biodiversity enhanced, and the landscape setting valued. Equally, the cultural heritage of the Broads must be conserved and enhanced, with design that reflects the area's distinctive identity and harmonises with the wider landscape.

10.5 Instructions for using the Design Code can be found in the introduction to this document in section 2 of this document on pages 11 and 12.



Above: 'The Ten Characteristics of a Well-Designed Place' from the National Design Guide, Ministry of Housing, Communities and Local Government, 2021

5. The Design Codes: General codes applicable to all building types

Codes are identified by the prefix 'BA'



Context

BA 1 Relationship to the site, local and wider context

Proposals for new development must demonstrate an understanding of the context of the proposed site by analysing key contextual features, such as topography, landscape character and natural features, the historic context including the setting of heritage assets, the layout of streets and buildings and typical form and details. It must be demonstrated how these have influenced the design of the proposed place and how the proposed design responds to the local identity and reinforces local distinctiveness. This is particularly important in relation to development in conservation areas where development should preserve or enhance the conservation area and in relation to the setting of the heritage assets.

Built Form

Building Form, Scale and Massing

BA 2 Roof Form

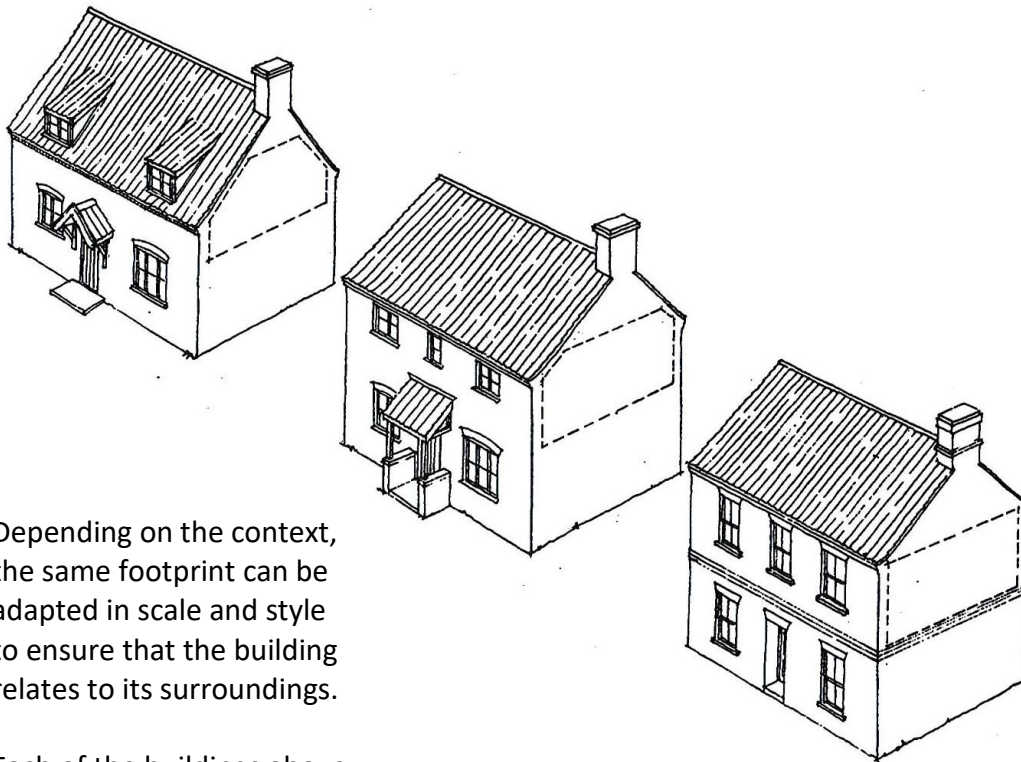
BA2 -1 General

- Proposals must clearly demonstrate how they are proposing to reflect the predominant roofscape of the area.
- Uniform ridge heights must be avoided, with slight variation required.
- Unless there is good justification, roofs must be hipped or pitched with gables, either perpendicular or parallel to a street, waterway or public space, depending on the prevailing arrangement.

BA 3 Height and Storeys

BA3-1 General

- Buildings must comprise 1-2 storeys, additional floors may be possible if supported by the context such as on a split-level site or within a village centre. Often it is in keeping with the character to have accommodation within the roof space benefiting from dormer windows.
- New residential development must be compatible with national flood risk policy, which takes a precautionary approach. Where it is proposed to raise floor levels in any development, the impact of this on the overall height and scale of the building must be considered. In such cases, drawings to illustrate how the proposed building will relate to its surroundings must be submitted with planning applications.

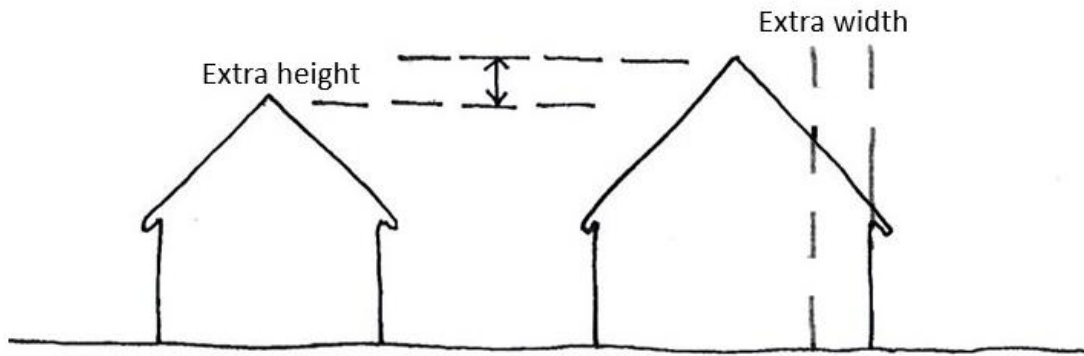


Depending on the context, the same footprint can be adapted in scale and style to ensure that the building relates to its surroundings.

Each of the buildings above has three bays.

BA 4 Width and Bays

BA4-1 A bay is the vertical division of a building, normally on the front elevation (see image above). Buildings must have an appropriate number of bays and widths for their context, the size of the plot and to comply with good design principles, for example symmetry (where appropriate) and proportion.



Above: the width of the plan of a building can affect its overall scale. This must be considered.

BA5 Building Line

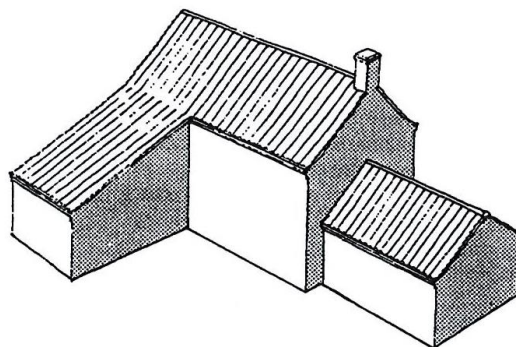
BA5-1 General

- The building line must be uniform, continuous and aligned to the front, be it close to the street edge, set back behind a street-facing garden or arranged parallel to the river. Staggering the building line must only be an exception.

BA 6 Setback

BA6-1 General

- A setback (from the road or water frontage) must be informed by the prevailing building line.



Above: Extensions should be subordinate to the host building. For example, the height should be less than the host building and side extensions should be set back from the front and rear elevations of the main building.

BA 7 Extensions

BA7-1 General

- Where appropriate, extensions must be subservient and comprise a small portion of the total floor area. They must meet the prerequisite codes on building line, set back, roof form and storeys. Extensions must be subservient to the main property in their form, design and chosen materials, relate to their wider context and must not substantially reduce the value and amenity of outdoor space.

BA 8 Outbuildings

BA8-1 General

- Outbuildings must be clearly distinguishable from the main building. The function of the outbuilding must be wholly ancillary to the main building (i.e. not an independent unit of accommodation).
- The appearance of the outbuilding can be different to that of the main building, but it must be subservient to it.
- The appearance of the outbuilding must complement and relate to its context, in terms of design, materials and finishes. The context may be the main buildings, other buildings, the garden and / or the wider landscape.
- The location and size of an outbuilding must not substantially reduce or extinguish the amenity value of outdoor space. Consideration must be given to the positioning of the outbuilding on the site so that it has a direct visual relationship with other buildings and is not isolated or otherwise prominently positioned.

BA 9 Domestic Boathouses

BA9-1 General

- Boathouses must be for the storage and private maintenance of boats and are often ancillary to a home or chalet. The boathouse must be subservient to the main building in both its scale, form and appearance. It is encouraged that these buildings are well ventilated and have gaps within doors and elevations.
- The use of lightweight and vernacular materials such as timber must be used. Buildings must have steeply pitched roofs with low over-hanging eaves. Water reed thatch, timber shingles or corrugated metal roofing are likely to be acceptable dependant on the context.
- Boathouses must have pitched, not hipped, roofs with the gable facing the water.

- Where a first-floor balcony is proposed within the gable, this must be recessed and must not project beyond the front or rear elevation of the building. Dormer windows are unlikely to be considered appropriate on a boathouse.
- Where gates are required for the boat house these must be traditional and side-hung. On occasions, roller shutters may be considered appropriate, depending on the context and design. In these instances, the shutter must be recessed back from the boat shed's river-facing elevation.
- The appearance of the boathouse can be different to that of the main building, but it must be subservient to it.
- The appearance of the boathouse must complement and relate to its context, in terms of design, materials and finishes.
- The location and size of a boathouse must not substantially reduce or extinguish the amenity or landscape value of the space surrounding it or the setting of the host dwelling.



Above: Boathouse, with typical characteristics including use of vernacular materials, low overhanging eaves and inset balcony.

BA 10 Banks and Moorings

BA10-1 General

- Open riverbank is strongly characteristic of the Broads and is strongly encouraged. New quay heading on 'soft' riverbanks will not be acceptable in most areas, particularly rural sites. Retention of the natural bank helps to protect the special landscape character of these areas and also wildlife such as water voles, nesting birds and fish.
- The design of new and replacement moorings must be appropriate to the location and reflect and complement the character of the area, for example whether it is rural or urban or has special heritage considerations. The impact on wildlife must also be considered, as should the safety of users.
- Subject to engineering considerations, where there is an existing 'hard' bank, piling and/or quayheading is acceptable in principle. The type of materials which will be appropriate will depend on the location and context and should be in accordance with the Local Plan for the Broads and the Broads Authority's [Mooring Design Guide](#).
- The type of surfacing behind moorings must reflect the environment where the moorings are located. Grass or bark will be most appropriate in rural areas whereas in areas of high footfall other surfaces would be more suitable.
- At residential moorings, any ancillary facilities provided on site (this might include storage for bikes, rubbish, recycling and other residential paraphernalia), must be designed (in terms of its size, design and location) to have regard to the character and appearance of the area. Any amenity space and car parking must also be provided in a manner that is not of detriment to the character and appearance of the area.
- For more detailed guidance the Broads Authority's [Mooring Design Guide](#), the [Residential Moorings Guide](#) and the [River Bank Stabilisation Guide](#) should be referred to.



Above: Steel (left hand side) and timber (right hand side) quay heading, both with timber whaling boards and capping.

BA 11 Replacement Building

BA11-1 General

- Where the demolition of an existing building is proposed to enable a replacement building, there is a presumption in favour of repairing, refurbishing, re-using and re-purposing existing buildings over their demolition, where this is the most carbon-efficient option and the structure contributes, or can be suitably adapted, to the positive character of the area.
- Replacement buildings must complement the character of the local area and reinforce the distinctiveness of the wider Broads setting.
- Replacement buildings must match the footprint area of the existing building. Any increase must be proportional, justified and appropriate to the site.

Uses

BA 12 Conversion

BA12-1 General

- Requirements in the Broads Local Plan policies relating to the acceptability of building conversion must be met.
- The building must be capable of conversion without major rebuilding or substantial extension and should retain features of the original building that positively contribute to the character of the building. Changes to the building must be appropriate to its character, appearance and setting and must not result in an adverse effect on the wider Broads' landscape.

BA 13 Security

BA13-1 General

- The design and layout of development must be safe and secure, with natural surveillance. Measures to reduce the risk of crime and anti-social behaviour should be considered at an early stage so as not to be at the expense of overall design quality.
- All new development should confirm to the [Secured by Design](#) principles and be in line with the Crime Prevention Through Environmental Design (CTPED) principles as appropriate. The [Secured by Design Interactive 3D Design Guide](#) may be of use.

BA 14 Social Cohesion

BA14-1 General

- Development proposals that aim to improve community safety in an appropriate manner will be supported.
- Proposals for larger developments should promote social inclusion and community cohesion by incorporating shared spaces for community interaction.
- Developers should comply with Healthy Planning requirements in the Local Plan for the Broads and the Norfolk and Waveney Planning in Health Protocol as appropriate. This will cover areas such as provision of space for growing food and the integration of new communities with existing ones.

Identity

BA 15 Frontages and Entrances

BA15-1 General

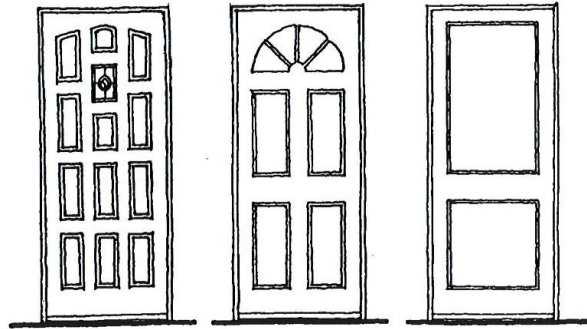
- All properties must have primary entrances in a prominent and visible location on the street-facing elevation. Properties should provide strong natural surveillance to all public spaces, be it streets, green spaces or waterways.

BA 16 Fenestration and glazing

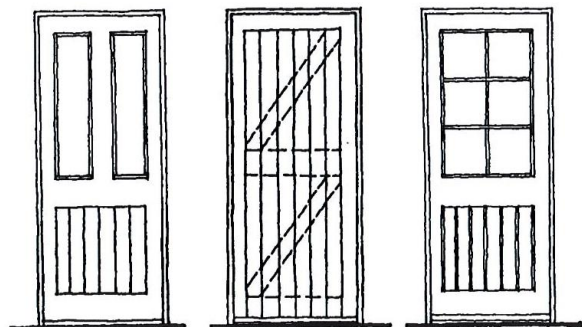
BA16-1 General

- Fenestration must be ordered across principal elevations (i.e. the front and rear), often displaying horizontal symmetry, vertical rhythm and variation between floors (i.e. ground and first). Consideration must be given to wall to window ratio to ensure pleasing building proportions.
- There must be some consistency in window design. Where individual windows and doors must be different to others for practical reasons, the height or overall proportions must relate to other windows or architectural features of the building.
- Fenestration should sit back from the wall plane within a recess with a reveal. In traditional-style chalet buildings this may be a shallow reveal, due to the relatively lightweight walls. In other building types it is expected that this will be greater.
- Design can often be enhanced by framing views out of the building with smaller, well-positioned windows. This also adds visual interest to elevations, reduces the extent of glazing, provides more useable internal wall space, less summertime over-heating and mitigates impact on protected Dark Sky zones.
- Fenestration design must have regard to '[Towards a Dark Sky Standard](#)' and be in accordance with the Local Plan for the Broads **Light pollution and dark skies policy**. Where necessary, mitigation measures such as a reduction in window size, the recessing of windows or managed solutions will be required.
- Doors should be appropriately designed for the style of the host building.

Over-fussy or poorly proportioned doors



Designs which are simple and have a link to local tradition



BA 17 Materials

BA17-1 General

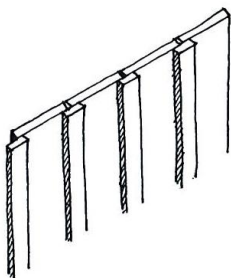
- The Broads are characterised by a limited palette of natural vernacular materials, predominantly: red pantiles, water reed thatch, timber shingles, red brick, coloured render, timber cladding and flint. These materials must be used as they reinforce local distinctiveness, are visually recessive and have a soft and natural texture that relates well to the wider landscape and helps new buildings to harmonise with their surroundings. Choice should be steered by context and can be applied differently to vary the design and composition of the building whilst responding to the local character.
- The appropriateness of sustainable design solutions that make use of natural materials must also be considered, for example green walls and roofs. These can be visually recessive and help to relate a new building to its wider landscape setting, whilst also providing benefits such as increasing biodiversity, reducing rainwater run-off, improving air quality and improving thermal performance which contributes to greater energy efficiency.



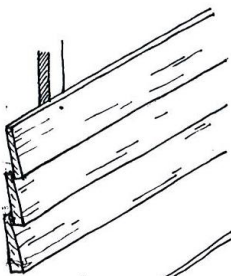
Above: The use of timber for the external materials of Carlton Marshes Visitor Centre help it to sit successfully within the sensitive landscape.

- Structures made with stainless steel or glass (e.g. balustrades) are therefore likely to appear incongruous and in most locations must not be used, due to their shiny and reflective qualities which are at odds with the predominant palette of materials found within the Broads.
- As set out in the Local Plan for the Broads policy, there is an expectation that high quality materials must be used in the Broads.
- All development must also take opportunities to reduce the development's embodied carbon content through the careful choice, use and sourcing of materials. Consideration must be given to their whole-life cycle: their manufacture, transportation, length of life, disposal and ease of repair, rather than replacement and disposal.
- Timber is a renewable resource that absorbs carbon as it grows. Depending on the quality of the timber and its maintenance, it should have a long life and individual elements can be repaired, rather than requiring wholesale replacement. It is also a biodegradable material so should not result in landfill or the use of more resources to enable its recycling. Therefore, the carbon footprint of timber will usually be lower than that of composite materials or oil-derived plastics and as such it will be preferred to those materials for windows, doors, decking and cladding. Timber also has a more natural, softer, and traditional appearance, with a less reflective finish and more texture than man-made products.

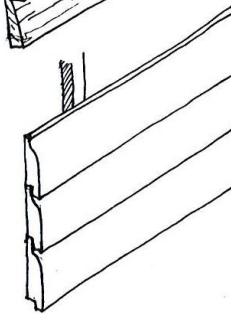
- Consideration must be given to:
 - Using locally sourced materials as they often have a lower carbon footprint and help to sustain the local economy;
 - Using responsibly salvaged or recycled materials, from former buildings on the site, nearby or within the region, as this can help to reduce the energy usage in the construction of the dwelling;
 - Using naturally renewable materials, (such as FSC certified timber), as these use less energy to produce than manufactured materials such as uPVC or other composite materials.



Vertical board and batten



Sawn featheredge boarding. This appropriate for boathouses, boatsheds and non-residential buildings.



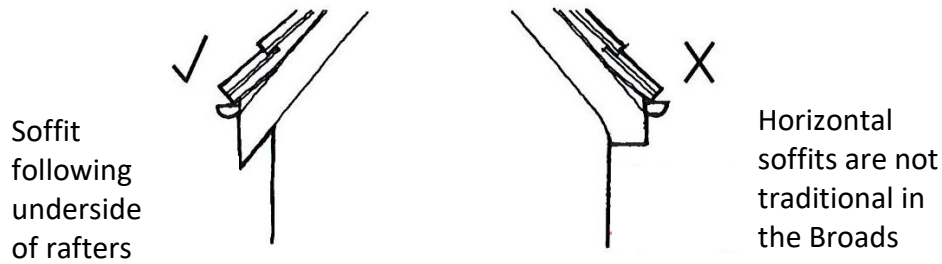
Planed shiplap boarding. This is more appropriate for residential buildings.

Above: Types of timber cladding using different boards.

BA 18 Detailing

BA18-1 General

- Architectural detailing must reflect the prevailing context and decorative traditions found within the Broads.



- It is the local tradition for gables (main gables and those on dormers and porches) to be finished at eaves-level with barge boards. The soffit (underside) of these bargeboards must be angled to follow the underside of the rafters rather than being horizontal.
- The finish, treatment and detailing of timber wall cladding should be considered, with a more rustic style for rural settings (e.g waney-edged) and more formal finish for built-up areas.
- The finish of soffits must be considered and should have an appropriate cladding or finish.



Above (left): a timber-clad soffit to a balcony, with a more formal shiplap cladding.

Above (right): waney-edge timber cladding. This is appropriate for non-residential buildings such as boatsheds, boathouses and outbuildings.

BA 19 Colour

BA19-1 General

- The colours of new materials must be complimentary to the established palette of local materials (red brick, red pantile, muted-coloured render and reed thatch, along with the colour of grey metal, flint and black pitch on timber).

Nature

BA 20 Boundaries

BA20-1 General

- Local Plan for the Broads policies should be complied with in relation to trees and hedges.
- Where gates are proposed adjacent to a public street or space, they must not exceed the height of the boundary treatment and must have gaps to enable views through.
- The design of gate piers must be appropriate to their setting and the host building.
- Rear boundaries, where adjacent to a publicly accessible area, must match the prevailing materials of the building or its neighbours.
- Soft landscaping must be used to delineate boundaries adjacent to open countryside and in other areas as appropriate.

BA 21 Biodiversity

BA21-1 General

- Gardens and outside spaces play an important role in the biodiversity of places. New development must retain and enhance the biodiversity on the site and create new habitats. Examples of biodiversity enhancing measures include: providing roosting / nesting spaces for bats, birds and invertebrates; using sustainable urban drainage systems (SUDS) or landscaping to create habitats; or managing an area for wildlife purposes.
- Developments must achieve Biodiversity Net Gain (BNG) requirements as per national and local policy.
- The Broads Authority's [Biodiversity Enhancements Planning Guide](#) provides additional guidance and is relevant for all developments and provides advice to enhance biodiversity in a domestic setting.

BA 22 Gardens and landscaping

BA22-1 General

- All residential properties must comprise a street-facing garden where appropriate, following the prevailing building line and set back. Front gardens must be at least 1m deep with at least 700mm for planting.
- Gardens must predominantly contain soft landscaping and the inclusion of SuDS can be beneficial. As well as enhancing biodiversity and creating habitat, this provides better drainage in low-lying areas that are often prone to flooding.
- Excessive areas of hard landscaping, for example oversized driveways or patios, must be avoided in order to prevent excess rainwater run-off, potential issues with reflected heat and to improve visual appearance
- Planting ‘the right tree in the right place’ must be considered. Local Plan policies should be complied with in relation to trees and hedges.
- Planting must be maintained and should not obstruct lines of visibility, providing hiding places that facilitate crime or compromise safety, or shield lighting that could negatively impact natural surveillance.
- Further advice on landscaping can be found in the Broads Authority’s [Guide to Integrating Development into the Broads Landscape](#)

BA 23 Lighting and dark skies

BA23-1 General

- Development proposals must demonstrate that good lighting management and design has been applied. ‘Towards a Dark Sky Standard’ and be in accordance with the Local Plan for the Broads policy.

Resources

BA 24 Flood risk

BA24-1 General

- Multifunctional SuDS should be integrated into both hard and soft landscaping at the earliest stages of development. In heavily trafficked, high pollution areas it should be ensured that all surface water is suitably treated before discharge via the use of sufficient treatment train (see also BA25 Drainage).
- Replacement buildings need to be resilient and must adhere to national flood risk policy and advice from the Environment Agency who will be consulted on planning applications where appropriate.
- It is sometimes appropriate to set the ground floor level of a new building above an appropriate flood level. Consideration must then be given as to how the space beneath the building is treated, as well as how safe access for all is provided into the building.
- The raised area must allow water flow beneath the building. Solid screening of the raised area must therefore be avoided as it would impede water flow and can make the building appear oddly-proportioned, increasing the impression of height.
- The following methods are options to reduce the visual impact of the raised area:
 - Where the building is raised by around 1m in height, 'hit and miss' type cladding can be employed to screen the lower area whilst allowing water ingress;
 - A verandah / balcony running horizontally at internal ground floor level, over-hanging the raised area can help to visually separate the building from the space beneath it;
 - Landscaping can be employed to screen the lower area and incorporate safe and attractive access routes;
 - In some instances (particularly where the building is raised on taller stilts) it may be appropriate to leave the area beneath the building unscreened. This space must be managed to avoid it being used for storage etc, which would impede water ingress and look visually cluttered.

BA 25 Drainage

BA25-1 General

- Permeable materials for hard and soft landscaping must be used.
- Sustainable Urban Drainage Systems (SuDS) encourages a naturalised and more flood resilient drainage provision. Where appropriate new development of all scales must employ SuDS components to provide a drainage management system which comprehensively addresses water quantity, water quality, visual amenity and biodiversity issues. SuDS features such as swales, filter strips, filter drains, tree pits, raingardens and green roofs can be used. The inclusion of SuDS in front gardens to manage roof-water runoff is preferable to downpipes connected directly to a sewer. More guidance can be found [here](#).
- It is encouraged that rainwater should be captured in water butts or below ground water tanks and should contribute to private water use, such as watering plants, laundry or toilet flushing. Grey water recycling should also be considered to reduce water consumption.
- Nutrient neutrality is a key consideration for development in some areas and will be dealt with through the planning application process. More information can be found [here](#).
- [Policies in the Local Plan for the Broads](#) must be complied with where appropriate.

BA26 Utilities and Services

BA26-1 General

- Early in the design process, consideration must be given to existing infrastructure and utility connections to ensure that this is taken into account when developing site layouts, building and landscape design.

At an early stage in the building design process, consideration must be given to ventilation, drainage and other services to ensure that items such as soil vent pipes and extract ventilation are unobtrusively located on buildings. Service boxes and utilities connections must not be on the front elevation and must be concealed from view.

- A comprehensive and co-ordinated approach to development must be taken, considering and respecting existing site constraints, including utilities situated within sites.
- Bin stores must be appropriate to the size and use of the property and encourage (by ease of access and use) the recycling and sorting of waste.

- Bin stores must be reasonably located as to minimise the distance and obstruction to waste collection points. Waste collection must be able to be made where it does not conflict with public spaces or pedestrians such as on footways.
- Bin stores must be located without detriment to the appearance of buildings and areas and where possible should be integrated with, and match, boundary treatments.

BA 27 Solar gain

BA27-1 General

- Solar gain is a particularly effective form of passive heating. Radiation from the sun is predominantly short-wave infrared radiation which passes through glazing and heats the internal fabric of the building. The long-wave infrared radiation that is re-radiated by the heated fabric of the building is not able to pass back out through the glazing, which results in accumulating heat internally. This is sometimes referred to as the 'greenhouse effect'.
- Solar gain can therefore be beneficial in cooler climates and in winter. However, over-heating can then be a problem in summer months and at particular times of the day. A [recent study](#)¹ found that one third of UK homes are at risk of dangerous over-heating as temperatures rise due to climate change. Part O of the Building Regulations was recently updated and introduces a maximum amount of glazing allowed in a single room to help address the issue.
- Buildings must (where possible) be designed in such a way that passive heating can be obtained through solar gain whilst mitigation measures must be included to ensure that over-heating does not occur. These can include:
 - Using the siting and layout of the dwelling to take advantage of solar gain by orientating the main glazed elevation within 30 degrees of south. It is recognised that where there is a well-established orientation for buildings in an area, this may not be possible to achieve;
 - Siting, layout and orientation can also enable more natural daylight in the dwelling and reduce the amount of lighting required;
 - Consider the size of windows and other openings, whether sill levels can be raised, whether they can be positioned to provide through-ventilation, their solar exposure and if additional shading measures such as brise-soleil, shutters, verandahs, canopies or setting back windows within a recess

¹ *Its Getting Hot in Here*, Jonathan Marshall, August 2023 (The Resolution Foundation)

would be appropriate (this can also help to reduce light pollution -see code BA23).

BA 28 Sustainability

BA28-1 General

- New development must be resilient to a changing climate. Proposals must reasonably exhaust all options to create a sustainable development and where not achievable, clearly demonstrate the approaches taken to justify why sustainable options are not possible. The Technology Strategy Board's '[Design for Future Climate](#)' document, sets out the nine key areas to help achieve this:
 - Keeping cool – building design
 - Keeping cool – external spaces
 - Keeping warm
 - Structural stability - below ground
 - Structural stability – above ground
 - Weatherproofing, detailing and materials
 - Water conservation
 - Drainage
 - Flooding
- New development must:
 - Ensure existing native planting, trees and other natural features are retained in development;
 - retain and enhance green and blue infrastructure, including habitat links and corridors. Proposals must consider whether it is appropriate or desirable to provide public access;
 - incorporate suitable features to enhance biodiversity (see section BA21 Biodiversity)
 - incorporate energy efficiency measures appropriate to the building;
 - incorporate renewable energy measures that are sensitive to the local area and character, this may include solar photo voltaic panels and heat pumps;

- use locally or sustainably sourced materials;
- design the building to enable flexibility for the use of spaces and access in and around the building as the requirements of occupants may change;
- ensure safe, attractive and well-connected cycle and pedestrian access;
- comply with code BA 31 – Water Efficiency;
- Incorporate sustainable drainage principles;
- Further advice can be found in the Broads Authority Sustainability Guide.

BA 29 Energy efficiency

BA29-1 General

- Policies in the Local Plan for the Broads must be complied with in relation to new development and changes to existing buildings.

BA 30 Solar Panels

BA30-1 General

- In many instances, the installation of solar panels is permitted development, subject to certain conditions (although installations affecting designated heritage assets are likely to require planning permission, scheduled monument consent or listed building consent).. However, where photovoltaic (solar) panels are proposed, consideration must still be given to mitigating their visual harm. Where possible, panels must be placed on the least publicly visible roof slope. This is particularly the case where the roofscape is of particular importance to the character of a place (within conservation areas this may be identified as a feature of significance in the Conservation Area Appraisal document).
- Consideration must be given to:
 - positioning solar panels as a freestanding solar-array in a secluded location or locating panels on the roof of an outbuilding or in a roof valley;
 - ensuring that the panels are non-reflective;
 - ensuring that shiny, silver-coloured stainless steel frames and fixings are not used, instead using matt-black finishes and frames which are more visually recessive;

- integrating solar panels into the roof covering, rather than being positioned on top of the existing roof;
- the existing or proposed roof covering and how conspicuous the solar panels will be on it (e.g. panels are more visually intrusive on red pantiles than on slate or black pantiles);
- using another form of photovoltaic system, for example 'solar slates' and others as solar technology develops;
- where installations would affect heritage assets or their settings, please refer to Historic England's [Advice Note 18: Adapting Historic Buildings for Energy and Carbon Efficiency](#)

BA 31 Water Efficiency

BA31-1 General

- The Broads are situated within one of the driest parts of the country. As such all new development must demonstrate that they are water efficient. This could include the use of water efficient fittings and systems and grey water and / or rainwater harvesting and re-use for plant watering, laundry and toilets (also see BA25-1 Drainage).Local Plan for the Broads policy must be complied with.

BA 32 Air Quality

BA32-1 General

Consideration must be given to internal and external air quality, which could be addressed through:

- The adoption of low-carbon heating methods
- The proper ongoing maintenance and use of woodburners where they are proposed, as they are major contributors of a pollutant called fine particulate matter, which can be harmful to health
- Ensuring there is sufficient ventilation in accordance with Part F of the Building Regulations.

Movement

BA33 Street Design

BA33-1 General

- All buildings must be accessible by foot and pedestrian access and safety must be improved in an appropriate way where possible. This may include prioritising more vulnerable road users (pedestrians, cyclists and equestrians) and encouraging the

planting of hedges and trees to enhance the existing character of streets thereby encouraging safer and slower driving by vehicles.

- Where the character of the place allows (for example within towns), separate and segregated pedestrian and / or cycle routes must be provided.
- New development must:
 - Connect with the wider street network and existing access points to improve permeability (where appropriate);
 - Understand and incorporate natural movement and desire lines;
 - Deliver convenient walking and cycling access that minimises walking and cycling distances so that people can easily reach their destinations;
 - Connect with and enhance access to any existing footpaths or cycle routes;
 - Offer direct and safe connections to existing streets, amenities and destinations;
 - Ensure passive surveillance by surrounding properties;
 - Consider whether new streets can be used to frame views;
 - Be in accordance with the Department for Transport's [Local Transport Note 1/20](#)
- [Suffolk Design: Streets Guide \(Suffolk County Council\)](#) and [Manual for Streets](#) and [Manual for Streets 2](#) provide examples of best practice for highway design and must be consulted to inform development. Where works to highways or streets are proposed in historic areas (not just conservation areas), reference should be made to Historic England's [Streets for All](#) guidance.

BA34 Cycling

BA34-1 General

- Secure and convenient cycle storage must be provided for all development where people live, work or visit and must be:
 - Covered and protected from the rain;
 - Secure and lockable, with natural and passive surveillance;

- Convenient, either by being near to the street or in a place able to be ridden to (such as down a private drive). Needing to carry a bike through buildings must be avoided;
- Positioned in an accessible location that does not cause harm to the appearance of the building or wider location;
- Designed to be appropriate to the context;
- Separate to bin stores.

BA35 Vehicle Parking

BA35-1 General

- Where residential parking can be provided on site, it must be positioned perpendicular to the front (street-side) of the dwelling or in another position that allows natural surveillance from active rooms (e.g. not bathrooms or bedrooms). However, parking will not be acceptable on the river frontage of a building.
- Where communal parking areas are necessary, bays must be allocated to individual properties, sited in small groups, close and adjacent to homes and be within view of active rooms.
- Rear parking courts are generally discouraged as they frequently create an unattractive space that is vulnerable to crime and anti-social behaviour. In some rural or waterside areas where on-site parking is not available, this may however be necessary. In these instances, parking areas must be designed to ensure they visually relate to their context and benefit from natural surveillance.
- All parking areas must be positioned and designed in such a way to mitigate its visual impact, for example, through the use of appropriate surfacing and planting.
- District and County ([Norfolk](#) and [Suffolk](#)) parking standards, including those for storing and parking cycles and those set out in Neighbourhood Plans, must be complied with.

BA36 Electric Charging points

BA36-1 General

- All new homes must now have an electric vehicle charging point and it is strongly encouraged that they also be provided for other development, as required by Building Regulations. The design and location should be carefully considered in relation to design, amenity, potential trip hazards and battery fire risk and any

lighting associated with charging points needs to be thoroughly justified, with Local Plan for the Broads policy on dark skies being of relevance.

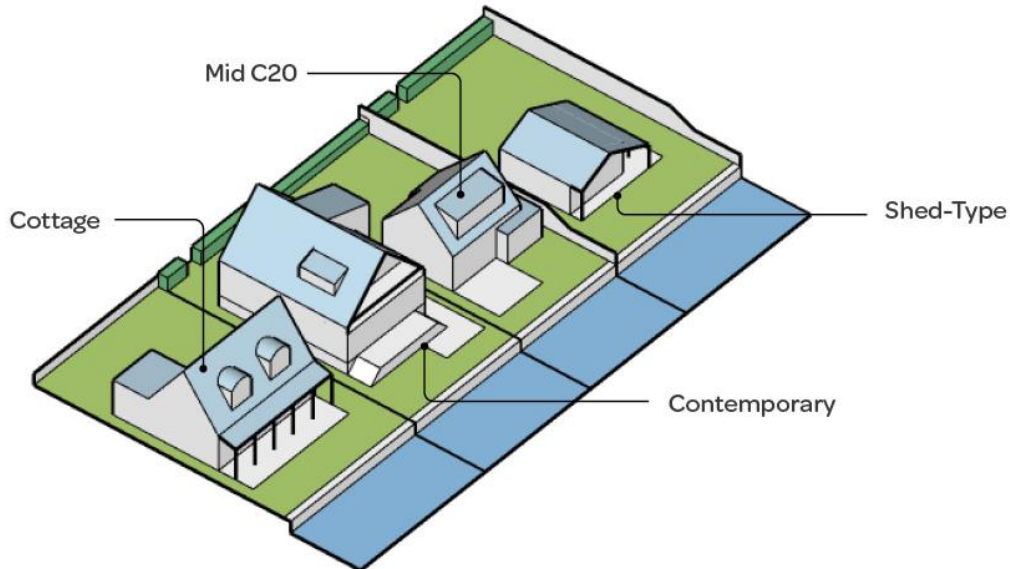
BA37 Access for All

BA37-1 General

- Accessibility to all new development must be considered. Dwellings must meet Building regulation standard M4(2) and / or M4(3) and Local Plan for the Broads policy. If it not considered appropriate then justification must be provided.
- In public spaces, the principles set out in the Department for Transport [Inclusive Mobility](#) guidance must be adhered to where appropriate.
- Development must consider the needs of an ageing population and individuals with disabilities. Features to address these needs might include accessible entrances, step-free routes and inclusive wayfinding to ensure useability for all.



6. The Design Codes: Codes relating to Chalets



Built Form

BA 2 Roof Form

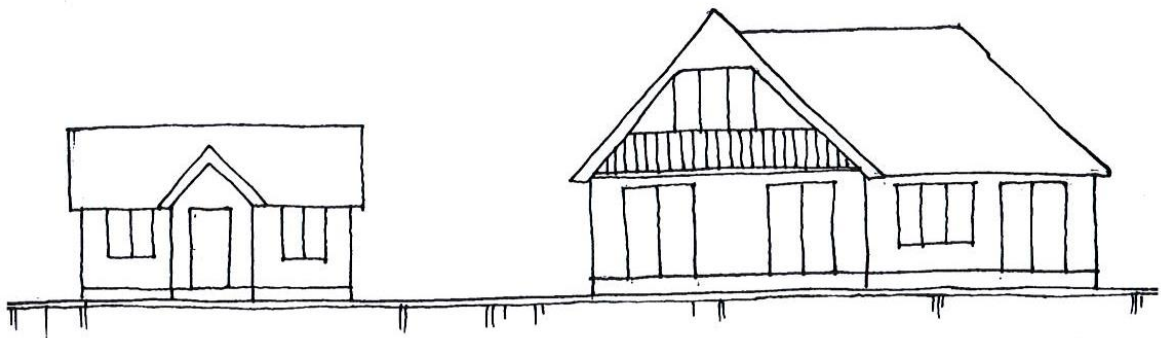
BA2-2 Chalets

- The roof form must reflect the predominant and historic roof form found in the vicinity.
- In most cases, the roof must be the most dominant feature and proportionally should be larger than walls. This improves the proportions of the building and roofs merge more easily into the landscape. An exception to this is shed-type chalets where a shallower pitch may be appropriate.
- Chalet roofs must overhang the eaves and gables and have well-proportioned gable ends.
- Variety of roof orientation and pitch adds richness to some chalet areas. In other areas, there is great consistency in roof form which must be adhered to.
- Where proposals include dormer windows, the form (e.g pitched, catslide, eyebrow or flat) must reflect those found in the vicinity. Dormers must not be used on shed-type chalets.



Above: Pitched roofs of varying pitches but consistency of orientation and no dormers on these 'shed-type' chalets at Brundall.

- Rooflights must be carefully positioned and be conservation-style and flush-fitting. They must comply with Local Plan for the Broads policy in relation to light pollution. They must be placed on the least visible roof slope and be as few in number as possible to avoid visual clutter. Rooflights will rarely be appropriate on thatched roofs.



Above: New chalets must respect the scale of adjoining properties, unlike in this example.

BA 3 Height and Storeys

BA3-2 Chalets

- Chalets must generally be arranged between 1 - 1.5 storeys depending on the predominant scale of chalets in the vicinity. Variety in composition is characteristic and therefore slight stepping up and down in height is advantageous.

BA 4 Width and Bays

BA4-2 Chalets

- Development on chalet sites should not take up the whole width of the plot. There must be sufficient gaps between buildings to ensure that the built form does not predominate and that views between the land and water are gained.

BA 5 Building Line

BA5-2 Chalets

- In most instances there is an established building line that must be adhered to, although slight staggering may be acceptable. New chalets must be set back from the water's edge to provide a garden area, the building line must be broken with gaps to ensure sufficient amenity space and allow views between the water and land.

BA 6 Setback

BA6-2 Chalets

- Generally, a chalet must be set back from the water to create a meaningful amenity space. Buildings must be no closer than 2m from the water's edge and ideally more, dependent on context. Buildings must have over 2m set back from the landside access.

BA 7 Extensions

BA7-2 Chalets

- Any extension must be clearly subservient to the main building and must not erode the original form, proportion and configuration of the building. The riverside frontage is the principal elevation and extensions to this elevation must therefore be carefully designed.
- If the plot is of a limited size, with a high building coverage, then extensions are not appropriate.

- Extensions of a contemporary design must share common features with the host building.

BA 8 Outbuildings

BA8-2 Chalets

- Outbuildings are generally not appropriate but small stores may occasionally be acceptable. Any such structures must make reference to the main building in terms of their design.
- Consideration must be given to the scale and positioning of outbuildings to ensure that open spaces around chalet buildings are retained, to allow views and glimpses between the river and the land behind the chalets.
- Consideration must be given to mitigating the visual effect of secondary visual features such as oil tanks, gas bottles and parking areas, through considerate positioning and appropriate landscaping.

BA 11 Replacement Building

BA11-2 Chalets

- It is especially important to recognise the cultural heritage value of the chalets and the contribution they make to the wider Broads landscape. Loss of historic chalet buildings will not always be acceptable and must be justified. Consideration must be given as to how any replacement building would enhance landscape and cultural value, through its architectural design (including form, shape, mass, scale, size and materials).
- Replacement chalet buildings must be sized and positioned to ensure that gaps between built form on chalet plots are retained to allow views through the sites from the road to the water and vice versa.

Identity

BA 15 Frontages and Entrances

BA15-2 Chalets

- Chalets must treat their waterside frontage as their primary frontage. The landside frontage must be more modest and include the front door and access to the building. This must benefit from natural surveillance.

BA 16 Fenestration and glazing

BA16-2 Chalets

- Fenestration must be arranged in accordance with the predominant characteristics of the chalet-type, either symmetrical or asymmetrical.
- The size of windows must relate to the chalet type: cottage and shed-type chalets must generally comprise smaller windows. Contemporary chalets may have a mix of window sizes.
- Individual windows must generally be narrow rather than wide in proportion. If windows are to have a horizontal shape, they should be divided into narrow, vertical panes.

BA 17 Materials

BA17-2 Chalets

- In waterside locations, timber-frame is the most appropriate form of construction for small-scale buildings with steel structural frames or a piled steel framework to build off for larger buildings.
- Materials must comprise of timber boarding or shingles, render or metal cladding, with water reed thatch, pantiles, timber shingles or metal sheet roofing. Timber joinery must be used. Where justified, aluminium can occasionally be used as an alternative.

BA 18 Detailing

BA18-2 Chalets

- There is a tradition of whimsical detailing on some chalet buildings and this is encouraged. It provides an opportunity for modest artistic and stylistic detailing to add 'personality' to a property. This can reflect surrounding or prominent decorative traditions. Examples include, decorative timber bargeboards or verandahs, or metalwork such as weather-vanes.
- A verandah, structural canopy or recessed (covered) balcony on the waterside of the building must be provided. This provides additional (all weather) amenity space and is a traditional feature of chalet buildings.

BA 19 Colour

BA19-2 Chalets

- In most instances, timber cladding must be treated with black or neutral coloured stains to allow the natural timber grain to show.
- Chalet buildings must make use of contrasting colours, with window and door frames, bargeboards and other joinery being painted or stained in a contrasting colour to walls.

Nature

BA 20 Boundaries

BA20-2 Chalets

- Hedges are encouraged on the landside. Other potential boundary treatments include cleft chestnut fencing and hurdles made from close-woven osiers, hazel wattle or reeds.
- On the river-facing side of the chalet, side boundary treatments must not exceed 1m in height and 700mm adjacent to the river.
- Boundary treatments must not be used along the water's edge.

BA 22 Gardens and landscaping

BA22-2 Chalets

- Gardens can comprise of a modest, functional, street-side garden with emphasis on the waterside garden to provide amenity space. Chalets must maintain a clear open margin to the river frontage with the retention of lawns and low-level planting so as not to compromise openness. Planting should typically be natural and avoid regular spacing and formal borders (although this will be dependent on context).
- Areas of decking may not always be acceptable and must be limited in their extent. Decking must not form more than one third of amenity space or 30sqm, whichever is the smaller.
- Glazed balustrades to verandas, decking (or in other areas) are not acceptable due to their shiny and reflective qualities which are at odds with the natural and vernacular materials predominantly used in the buildings and their detrimental impact on the wider landscape setting.

Resources

BA 27 Solar gain

BA27-2 Chalets

- Where there is a pre-determined layout for buildings, varying orientation may not be possible.
- Mitigation to over-heating may include deep over-hanging eaves, shutters, recessed balconies or glazing and the arrangement of doors and window to provide through-draughts. There may be opportunities to include brise-soleil into contemporary chalet types.

Movement

BA35 Vehicle Parking

BA35-2 Chalets

- Vehicular access and parking must be limited to the street-side, (rather than river-side) of the site and must not be detrimental to the visual amenity of the site or wider area.

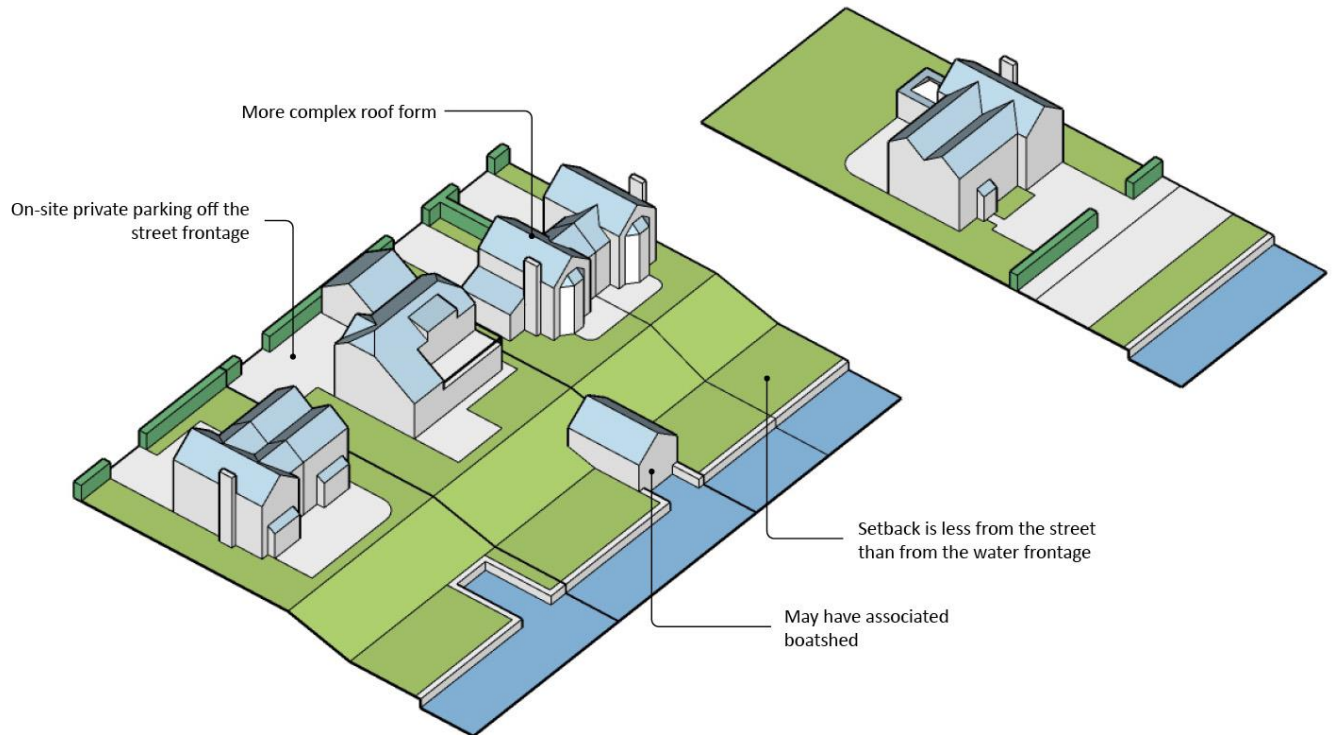
BA37 Access for All

BA37-2 Chalets

- Where new development is raised above ground level, consideration must be given as to how access for all is provided to the property. This should be designed in such a way that it complements the building and wider area and can be used to screen the void beneath the building.



7. The Design Codes: Codes relating to Waterside Homes



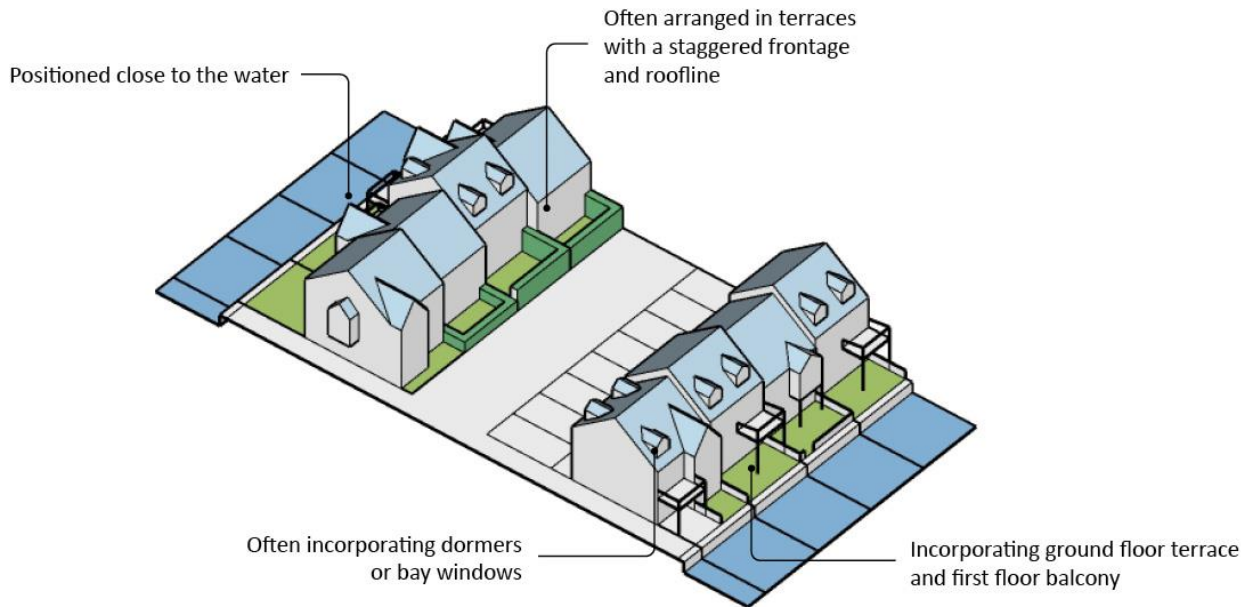
Built Form

BA 2 Roof Form

BA2-3 Waterside Homes

- Waterside Homes must comprise more complex roof composition, with a mix of cross gable, hipped or dominant and subservient elements, such as dormers. Flat roofs may also be considered appropriate on more contemporary designs and green roofs are encouraged to enhance biodiversity and reduce rainwater run-off.
- Chimneys must be used to break up the roofline.
- Where proposals include dormer windows, the form (e.g pitched, catslide, eyebrow or flat) must reflect those found in the vicinity and be in keeping with the overall design of the building.
- Rooflights must be carefully positioned and be conservation-style and flush-fitting. They must comply with Local Plan for the Broads policy in relation to light pollution. They must be placed on the least visible roof slope and be as few in number as

possible to avoid visual clutter. Rooflights will rarely be appropriate on thatched roofs.



Above: Waterside Homes (Marina)



Above: Flat roofs can on occasions be considered appropriate for contemporary waterside homes

BA 4 Width and Bays

BA4-3 Waterside Homes

- For Detached building footprints, the number of bays can vary. Buildings must be wider across the plot than they are deep to take advantage of river views. Front doors can either be on the 'street-side' elevation or to the side.
- Marina-type Waterside Homes, must have a narrower footprint and houses can be arranged in terraces, running along the water's edge.

BA 6 Setback

BA6-3 Waterside Homes

- Buildings must be set back from the street by greater than 4m, which can allow for a street-side garden and parking. Where the property is in closer proximity to the street it must be designed to address it.

Identity

BA 15 Frontages and Entrances

BA15-3 Waterside Homes

- Must demonstrate both a positive street and water frontage.

BA 16 Fenestration and glazing

BA16-3 Waterside Homes

- 'Feature'-type glazing may be acceptable. Consideration must be given to recessing this and reducing its size, in order to minimise the reflective nature and glare from the glass in the wider landscape, provide more visual interest to elevations and reduce over-heating.
- Fenestration in Marina-type Waterside homes must be consistent with neighbouring properties, as these buildings are often designed as a terrace block.

BA 17 Materials

BA17-3 Waterside Homes

- Materials should generally comprise of red brick, render or timber cladding with slate or pantile roofing. Where flat roofs are considered appropriate on contemporary designs, a green-roof must be considered.

- Where new render is proposed on an existing Waterside Home of pre-1919 construction, consideration must be given to how the building works and whether the render will cause damp and other long term damage to the building.

BA 18 Detailing

BA18-3 Waterside Homes

- Brick bond must match that of the host building or predominant bond in the area.
- Elevations tend to express a strong architectural order, with rich detailing, including decorative brickwork as well as window dressing.
- It is encouraged that additional (all weather) amenity be created with the use of porches, verandas, canopies and recessed (covered) balconies on the waterside. The size of these should be appropriate for the dwelling size.

Nature

BA 20 Boundaries

BA20-3 Waterside Homes

- Where fences or railings are used, they must incorporate a planted strip of at least 700mm depth.
- On the river-facing side of marina-type Waterside Homes' gardens, boundary treatments to the side boundaries may have a maximum height of 1.8m for a length of 1.5m from the river-facing elevation of the property, stepping down to a maximum of 700mm.
- Boundary treatments must not be used along the water's edge.

Resources

BA 27 Solar gain

BA27-3 Waterside Homes

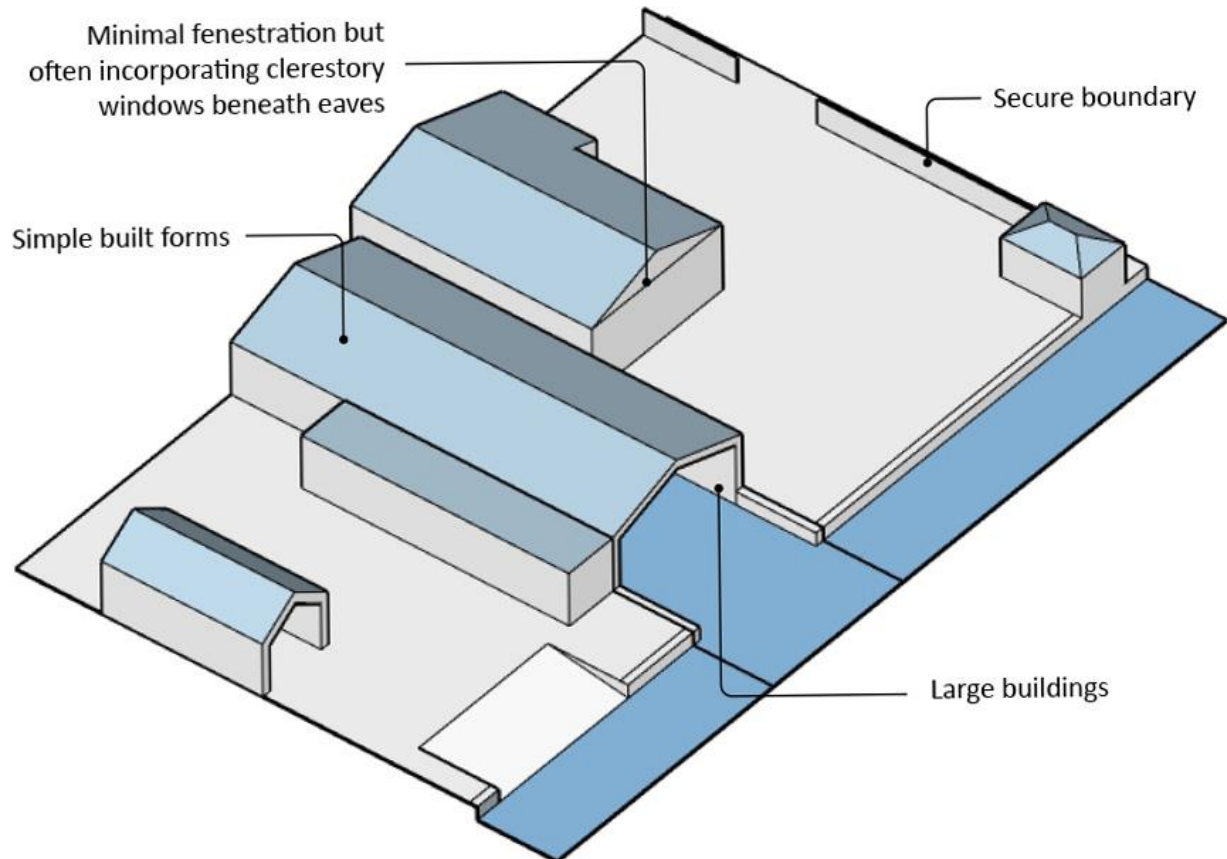
- Mitigation to over-heating may include deep over-hanging eaves, shutters, recessed balconies or glazing and the arrangement of doors and window to provide through-draughts. There may be opportunities to include brise-soleil into contemporary waterside buildings.

BA27-3 Waterside Homes (marina)

- Where there is a pre-determined layout for buildings, varying orientation may not be possible.



8. The Design Codes: Codes relating to Boatyards

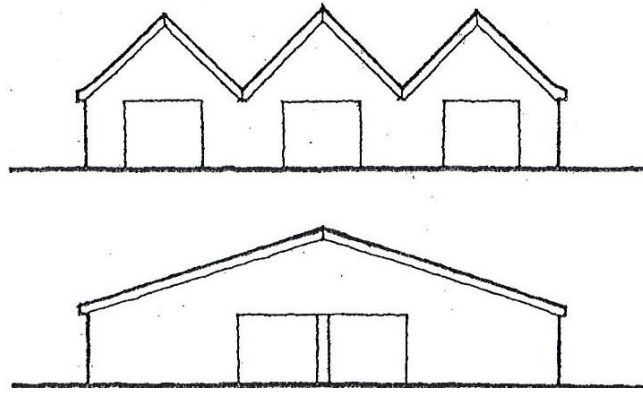


Built Form

BA 2 Roof Form

BA2-4 Boatyards

- Where possible, the size of a building with a large footprint must be reduced through a series of linked gables, rather than a single wide-span roof.
- In order to moderate the presence of larger buildings, low pitch roofs must be used with a mix of gable and hipped types. In most instances, roof forms should run perpendicular to the river with the gabled end fronting the water.



Above: A series of linked gables (top) can reduce the bulk of a boatshed with a large footprint, rather than using a wide-span roof (bottom).

- Where roof-lighting is required, translucent light panels must be used on sheet metal roofing to light the interior whilst retaining the profile of the roofing material. On other roof materials, other rooflight types can be appropriate.

BA 3 Height and Storeys

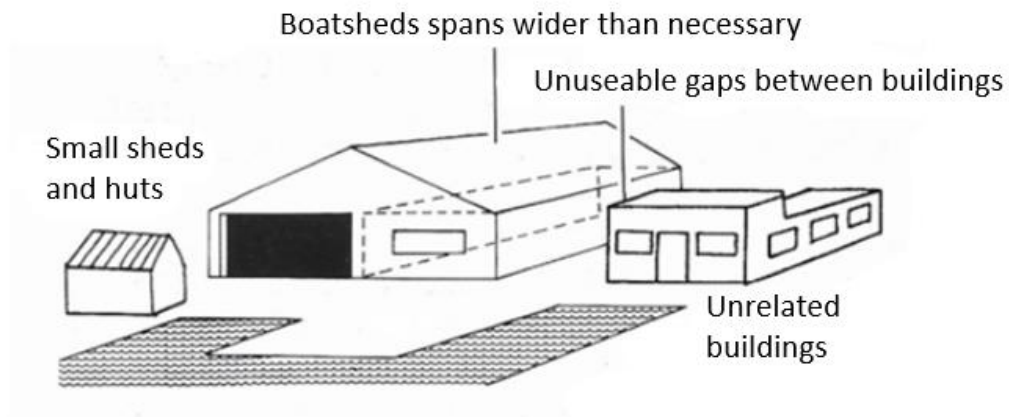
BA3-4 Boatyards

- Height must be equivalent to a maximum of 2-3 domestic floor levels. A low pitch roof and low ridgeline alleviates the possible visual dominance of height.
- Any increase in height must be fully justified.

BA 7 Extensions

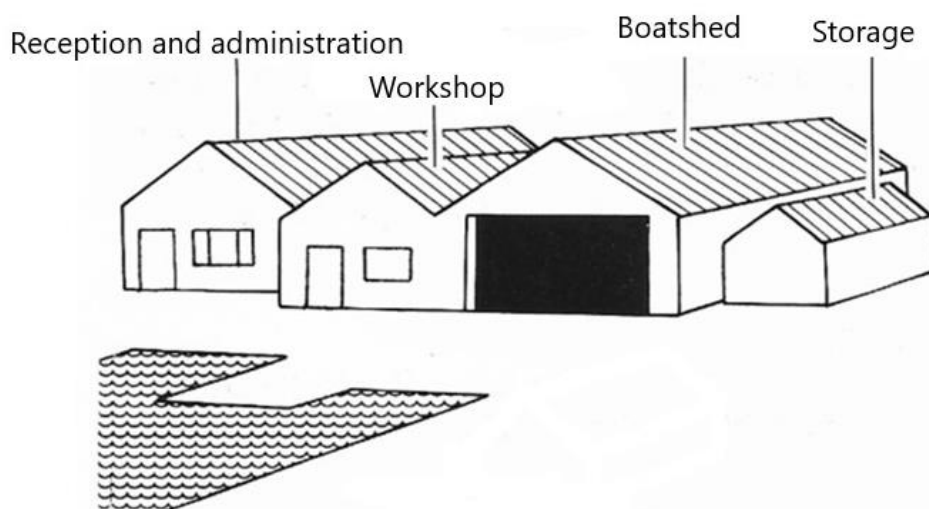
BA7-4 Boatyards

- A large extension to a building may be considered appropriate where it does not unreasonably impact on the character and appearance of the wider area and supports the business use on site.
- Extensions must be smaller than the host building, but can be substantial where appropriate. Access and visual prominence in the wider context must be considered.
- Where possible, extensions must continue the traditional pattern of linked gables. As well as being characteristic of traditional boatsheds, this form of development avoids gaps and left-over space between buildings and can help to enclose an open space.



Above: An unsatisfactory arrangement of new buildings and extensions in a boatyard

Below: A more satisfactory arrangement of buildings adopting a more traditional form



BA 8 Outbuildings

BA8-4 Boatyards

- Pump-out stations, bunkering and other facilities which need to be on the waterfront should be co-ordinated and grouped together.
- Natural colours inspired from the surrounding landscape such as light greys, blues and greens must be used to help soften the impact of larger outbuildings, although in some instances black or white can also be acceptable depending on the design of the building and its context.

Identity

BA 15 Frontages and Entrances

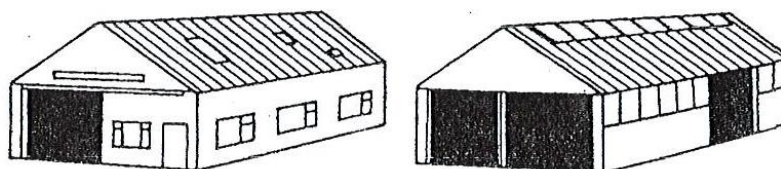
BA15-4 Boatyards

- Frontages may be limited with emphasis on operational and access needs for the boating industry. Buildings that have frequent activity, such as offices, must have obvious entrances and positively contribute to the frontages of public areas, such as streets or access points onto the site.

BA 16 Fenestration and glazing

BA16-4 Boatyards

- Strips of glazing divided into vertical panes is preferred to an arbitrary arrangement of unrelated window openings.
- On larger boatsheds, clerestory glazing (long bands of windows at eaves-level, separating the walls from the roof) is encouraged alongside other types of opening.
- Doors on gable ends should align with the eaves line and fenestration on the gable should be arranged symmetrically.
- Where conversion of boatyard buildings is proposed, care must be taken to avoid domestication or loss of the utilitarian character of the building.

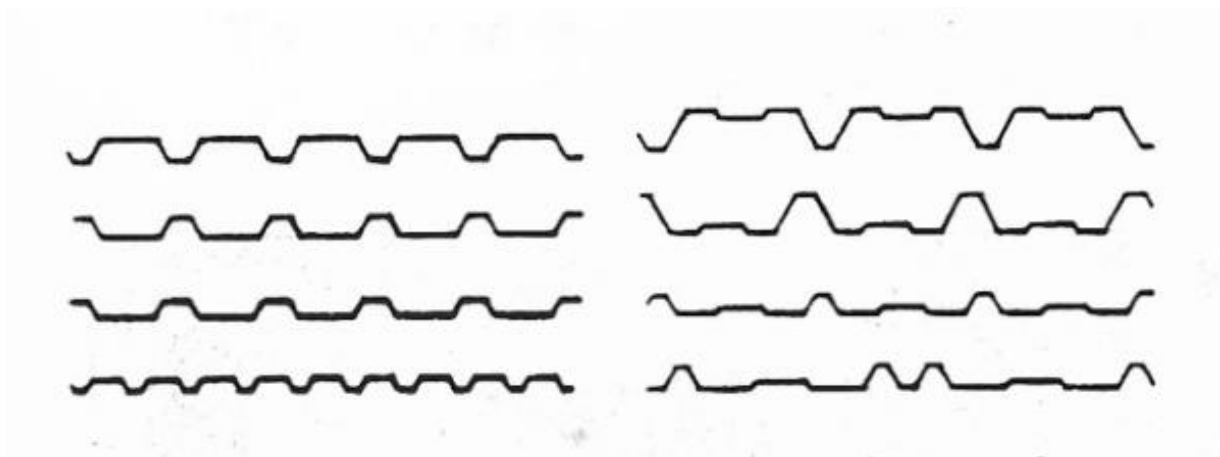


Above: Boatyard buildings often use strips of glazing divided into vertical panes (right). This is more successful than arbitrarily arranged windows of varying design (left).

BA 17 Materials

BA17-4 Boatyards

- The material palette within a boatyard must be limited and is typically metal or timber cladding with sheet metal roofing. Timber can give a more traditional appearance and help a large building relate to its context.



Above left: regular metal cladding profiles Above right: irregular metal cladding profiles

BA 18 Detailing

BA18-4 Boatyards

- Boatyards must typically have simple detailing and reflect structure and functionality.
- Steel or aluminium cladding must be selected according to the scale of the building.
- Deep profiles give texture to larger industrial units, while shallow profiles give texture and character to smaller buildings, without looking too heavy. Curved profiles are encouraged and regular profiles are more suitable than those with an irregular form.
- The junction of roof to wall must be emphasised by oversailing the roof and by using bold sections for rainwater gutters, thereby providing a strong shadow line. Downpipes must run internally as they can otherwise appear too prominent on the large blank walls.
- Signage boards must relate to the building configuration and other design elements. Lettering applied directly to the building surface, without a backing panel, can be more pleasing in appearance. Illumination must not be used on signage.

BA 19 Colour

BA19-4 Boatyards

- It is encouraged to use black, white, blue, green or grey tones depending on the local context and building design.

Nature

BA 20 Boundaries

BA20-4 Boatyards

- Working boatyards must be reasonably secure but the design of boundaries should avoid creating an unwelcoming feel, particularly next to streets, rivers and other public areas. Where boundaries must be visually open for functional reasons and palisade fencing is used, it must incorporate a planted strip of at least 700mm.
- Measures must be taken to soften the visual impact through appropriate landscaping where possible and the addition of planting can also increase biodiversity and reduce the sterility of some boatyards.

BA 22 Gardens and landscaping

BA22--3 Boatyards

- Open storage of a permanent nature must be sited away from the waterfront and screened from view.
- Ornamental and decorative planting must be avoided and more natural planting and landscaping adopted.

Resources

BA26 Utilities and Services

BA26-2 Boatyards

- It is recognised that working boatyards provide services that require various apparatus which can give a visually cluttered appearance. Where possible opportunities must be taken to reduce this visual clutter or mitigate its visual impact. This may be through the removal of obsolete machinery for example.

Movement

BA35 Vehicle Parking

BA35-4 Boatyards

- Parking must be provided on site. Parking, meeting minimum requirements, must be permanent and not frequently repurposed due to other activity or operations. It should be positioned to benefit from natural surveillance but away from the waterside where possible.
- Large areas of impermeable hardstanding, devoid of any soft landscaping, must be avoided to reduce the visual impact of parking and to prevent environmental issues caused by excess rainwater run-off and reflected heat.

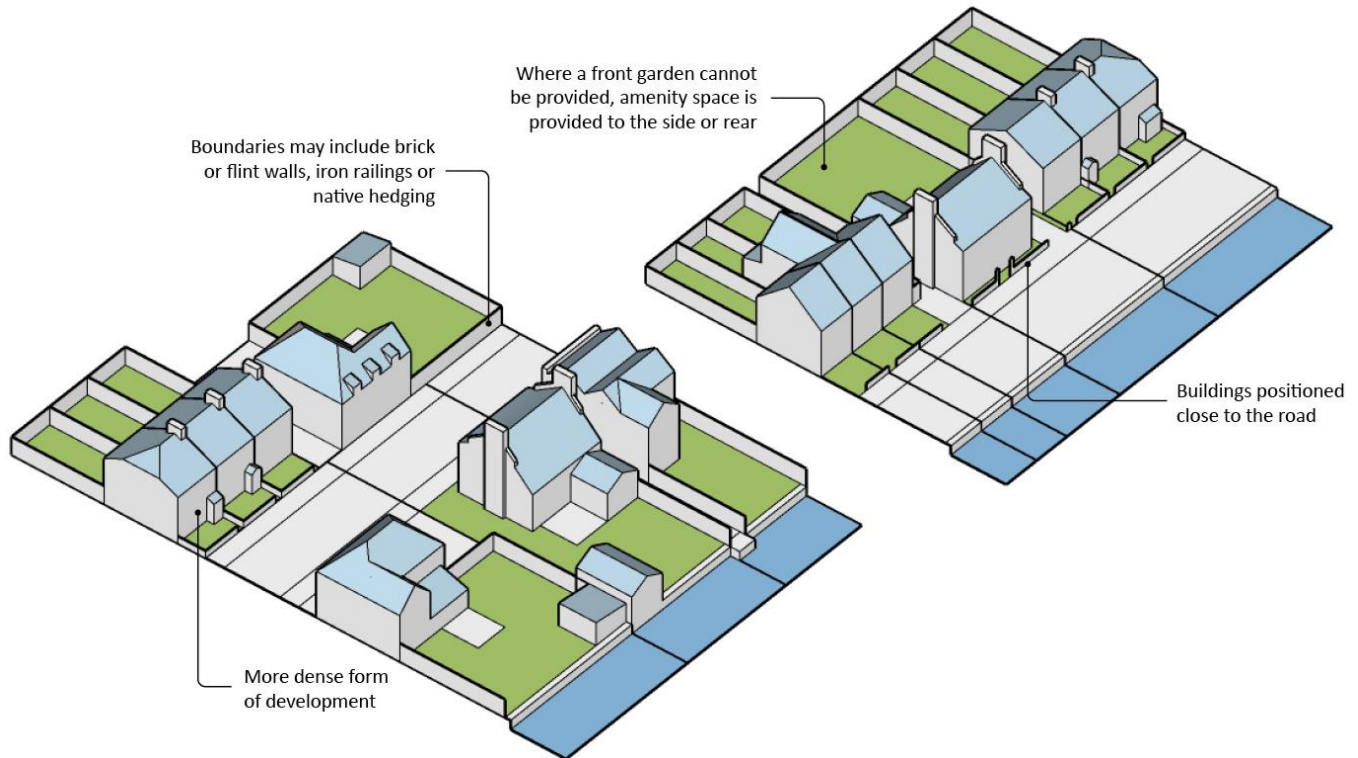
BA37 Access for All

BA37-4 Boatyards

- Consideration must be given to safe access for all around the site and for all boat users.



9. The Design Codes: Codes relating to Historic Clusters



Built Form

BA 2 Roof Form

BA2-5 Historic Clusters

- Where proposals include dormer windows, the form (e.g pitched, catslide, eyebrow or flat) must reflect those found in the vicinity and be in keeping with the overall design of the building.
- Rooflights must be carefully positioned and must generally be conservation-style and flush-fitting. They must comply with Local Plan for the Broads policy in relation to light pollution. They must be placed on the least visible roof slope and be as few in number as possible to avoid visual clutter. Rooflights will rarely be appropriate on thatched roofs.

BA 3 Height and Storeys

BA3-5 Historic Clusters

- Buildings must be limited in height to 2 storeys. More floors or accommodation within roofspace, may be considered acceptable dependent on context.

BA 6 Setback

BA6-5 Historic Clusters

- Buildings must be located close to the road or footway depending on context. A narrow landscaped strip or a recessed front door of at least 600mm but no more than 1000mm must be provided to allow users to step off the highway.



Above: a new home in Belaugh makes good use of traditional materials including timber joinery, red brick, flintwork and red clay pantiles. The massing of the building is successfully reduced by the projecting gables and varied roof forms.

Identity

BA 17 Materials

BA17-5 Historic Clusters

- Materials should generally comprise of red or painted (and in some instances in the southern Broads cream-coloured gault) brick, flint or coloured render, with water reed thatch, slate or pantile roofing. Joinery must be in timber.
- Where new render is proposed on an existing building of pre-1919 construction, consideration must be given to how the building works and whether the render will cause damp and other long-term damage to the building. Advice can be found on the [Historic England website](#).

BA 18 Detailing

BA18-5 Historic Clusters

- Brick bond must match that of the host building or predominant bond in the area.
- Generally, buildings are relatively simple in their detailing. Decorative brickwork is encouraged, such as around windows, doors, eaves and corners. In some instances, further detail is provided by porches and door-hoods or fenestration.
- A brick or tarred / rendered plinth is a traditional detail in many settlements. Consideration must be given as to whether it would be an appropriate detail to adopt.

BA 19 Colour

BA19-5 Historic Clusters

- Brighter colours (for example, coloured render) can be used to create more variety.



Above: Bridge Street, Bungay demonstrates how in more built-up areas the use of coloured render and painted brickwork and joinery can create visual interest. Many of the buildings also have a rendered plinth. Buildings are positioned directly on the pavement with gardens and amenity space to the rear. There is a consistent building line with some variation in ridge and eaves height, creating an interesting skyline.

Nature

BA 20 Boundaries

BA20-5 Historic Clusters

- Boundary treatment must match the predominant materials used by neighbouring properties within the street scene. Alternatively, the materials on the street-front elevation of the host building may be used, for example brick walls for a brick elevation. Materials may include red brick, flint, timber, hurdles or metal railings depending on the context or alternatively native hedging. Close-boarded fencing is unlikely to be considered acceptable in publicly visible areas.
- Boundaries along the street frontage must be less than 1.0m in height, unless the prevailing context suggests otherwise.

BA 22 Gardens and landscaping

BA22-5 Historic Clusters

- Front gardens may not be appropriate where prevailing building line and setback is flush with the road or footway. Rear or side garden space must be provided as an alternative.

Resources

BA 27 Solar gain

BA27-5 Historic Clusters

- Where there is a pre-determined layout for buildings, varying orientation may not be possible.
- Mitigation to over-heating may include deep over-hanging eaves, shutters, recessed glazing and the arrangement of doors and window to provide through-draughts.

Movement

BA35 Vehicle Parking

BA35-5 Historic Clusters

- Parking must be provided on site where the site size, position and configuration allows. Where this is not achievable due to the density of existing development and the character of the area (for example where there is terraced housing) on-street parking may be necessary.

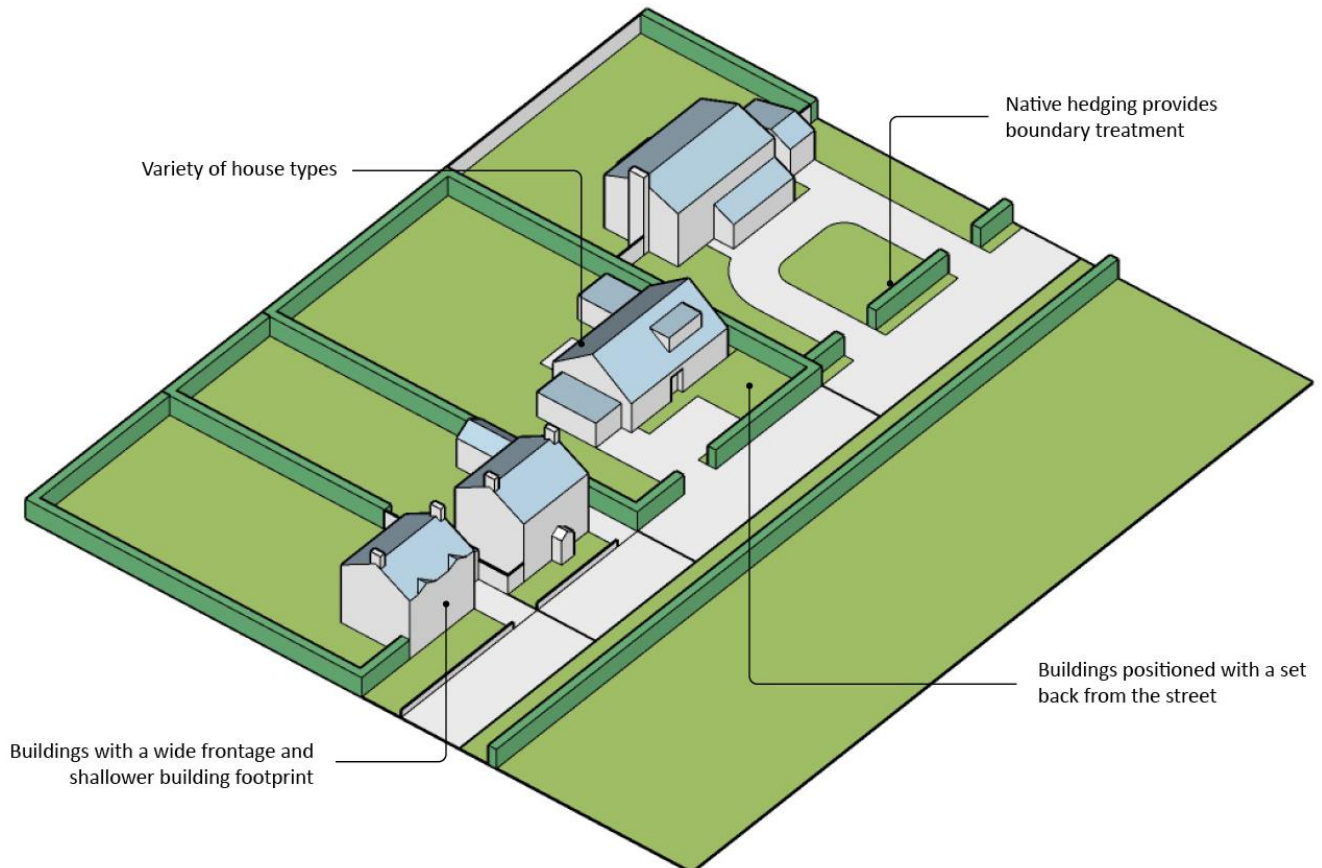
BA35 Electric Charging points

BA36-5 Historic Clusters

- Due to the potential lack of private parking, it may be hard to achieve all the general requirements (in BA36-1) for the installation of EV charging points.



10. The Design Codes: Codes relating to Rural Homes



Built Form

BA 2 Roof Form

BA2-6 Rural Homes

- Where proposals include dormer windows, the form (e.g pitched, catslide, eyebrow or flat) must reflect those found in the vicinity and be in keeping with the overall design of the building.
- Rooflights must be carefully positioned and be conservation-style and flush-fitting. They must comply with Local Plan for the Broads policy in relation to light pollution. They must be placed on the least visible roof slope and be as few in number as possible to avoid visual clutter. Rooflights will rarely be appropriate on thatched roofs.

BA 4 Width and Bays

BA4-6 Rural Homes

- Buildings must be wide-fronted, with a shallower building footprint and a centrally-positioned front door. However, where homes are terraced, it must have a narrower footprint and door to one side of the front elevation.

BA 6 Setback

BA6-6 Rural Homes

- Buildings must generally be set back from the street by at least 3m.

Identity

BA 17 Materials

BA17-6 Rural Homes

- Materials should generally comprise of red brick and / or render with water reed thatch, slate or pantile roofing.
- Where new render is proposed on a building of pre-1919 construction, consideration must be given as to how the building works and whether the render will cause damp and other long-term damage to the building. Advice can be found on the [Historic England website](#).

BA 18 Detailing

BA18-6 Rural Homes

- Brick bond must match that of the host building or predominant bond in the area.
- A brick or tarred / rendered plinth is a traditional detail on many rural buildings. Consideration must be given as to whether it would be an appropriate detail to adopt.

BA 19 Colour

BA19-6 Rural Homes

- In rural areas, bright or discordant colours can be damaging to the wider landscape. Therefore, when building within the landscape, the visual impact of a building must be reduced through the use of traditional materials or materials using the muted greens and browns of the landscape, together with the neutral colours of grey and

black. Where a building stands out against the sky in an open landscape, dark recessive colours must be used.

Nature

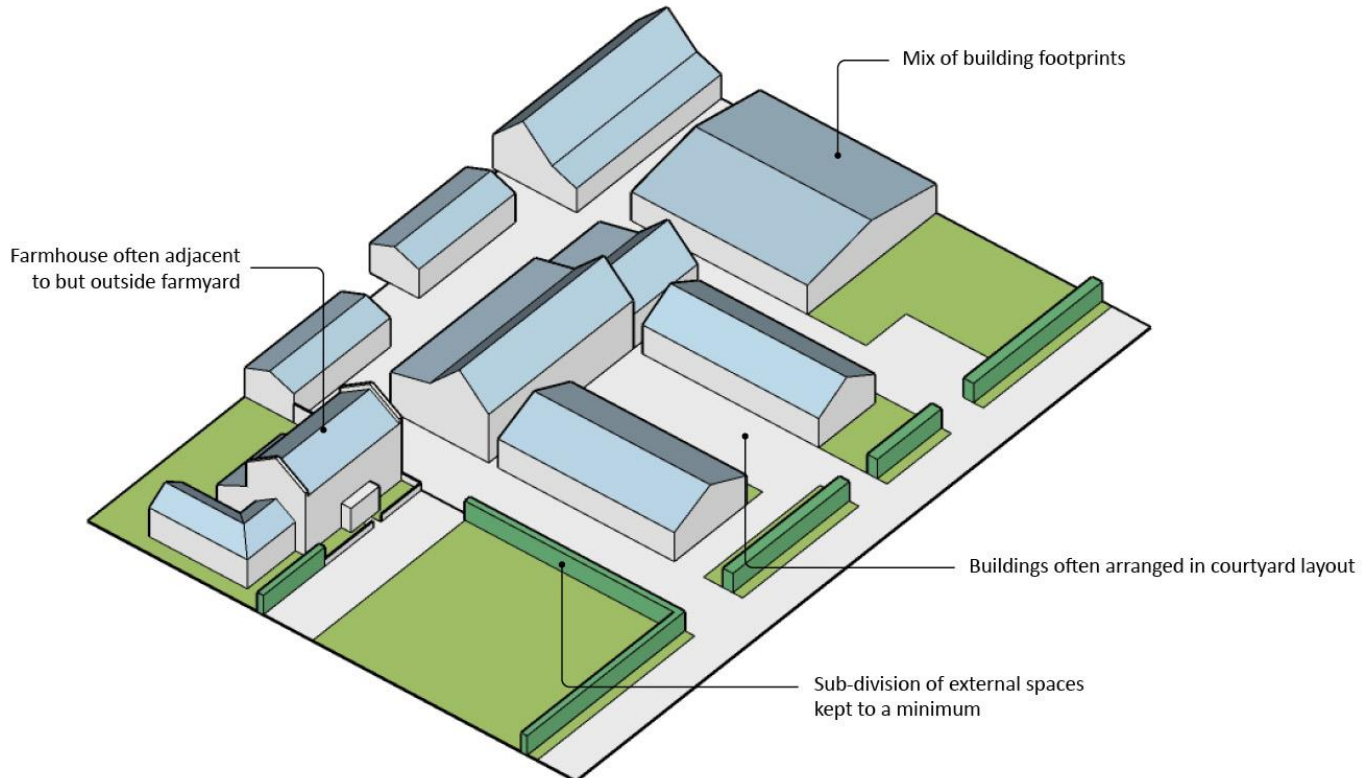
BA 22 Gardens and landscaping

BA22-6 Rural

- In rural areas, hard landscaping must be kept to a minimum.



11. The Design Codes: Codes relating to Farmsteads



Built Form

BA 2 Roof Form

BA2-7 Farmsteads

- Whilst roofs can be simple they can vary in form and configuration. Traditional roof forms must be used, normally hipped or pitched with red brick parapeted gables which are encouraged.
- Rooflights must be carefully positioned and be conservation-style and flush-fitting. They must comply with Local Plan for the Broads policy in relation to light pollution. They should be placed on the least visible roof slope and be as few in number as possible to avoid visual clutter. Rooflights will rarely be appropriate on thatched roofs.

BA 4 Width and Bays

BA4-7 Farmsteads

- A mix of building footprints is encouraged.

BA 6 Setback

BA6-7 Farmsteads

- Building setback only need to be considered where next to a public street. In some instances, it will be appropriate to position buildings immediately on the road frontage. Others should be set back, in accordance with the prevailing local context.

BA 8 Outbuildings

BA8-7 Farmsteads

- The form of the outbuilding must reflect the agricultural character of the site.

BA 12 Conversion

BA12-7 Farmsteads

- The conversion of farm buildings must ensure that the agricultural character of buildings is retained and they are not domesticated. For example, porches, chimneys and dormers are unlikely to be acceptable.

Identity

BA 15 Frontages and Entrances

BA15-7 Farmsteads

- Consideration must be given as to whether existing buildings face inwards, a common feature of courtyard farmsteads, or outwards towards the surrounding landscape. This must be respected in providing frontages for new development or conversions.
- Entrances should be simple and should not be domestic in style. Landscaping can be used to demarcate the entrance.

BA 16 Fenestration and glazing

BA16-7 Farmsteads

- Existing openings must be used for windows and doors and any new windows must be kept to a minimum and carefully positioned. Windows and doors must be designed (in terms of proportions and design of the window or door unit) to reduce the effect of domestication and ensure that the agricultural character of the building is retained.

BA 17 Materials

BA17-7 Farmsteads

- Farm buildings typically illustrate a varied material palette. Timber and metal-sheet cladding, red brick, flint and render are all materials used, with water reed thatch, pantiles and metal sheets utilised for roofing. Timber must be used for joinery.
- Where new render is proposed on a building of pre-1919 construction, consideration must be given as to how the building works and whether the render will cause damp and other long-term damage to the building. Advice can be found on the [Historic England website](#).

BA 18 Detailing

BA18-7 Farmsteads

- Brick bond must match that of the host building or predominant bond in the area.
- A brick or tarred / rendered plinth is a traditional detail on many farm buildings. Consideration must be given as to whether it would be an appropriate detail to adopt.

BA 19 Colour

BA19-8 Farmsteads

- In rural areas, bright or discordant colours can be damaging to the wider landscape. Therefore, when building within the landscape, the visual impact of a building must be reduced through the use of traditional materials or materials using the muted greens and browns of the landscape, together with the neutral colours of grey and black. Where a building stands out against the sky in an open landscape, dark recessive colours must be used.

Nature

BA 20 Boundaries

BA20-6 Farmsteads

- The sub-division and landscape design of open space around the buildings (for example in and around farmyards), must be carefully considered (for example when barn conversions are proposed). Physical sub-division and boundaries must be kept to a minimum within courtyards but also around farmsteads where the landscape often flows up to the immediate edge of buildings without any form of definition.

- Where it is necessary, light-weight 'Estate-type' railings or timber post-and-rail fences may be considered acceptable.

BA 22 Gardens and landscaping

BA22-7 Farmsteads

- Landscaping and surface treatments must reflect the historic use of the space and must not be over-domesticated. It is likely that hard landscaping, rather than soft landscaping, will be most appropriate within farmyards.
- Further guidance can be found at paragraph 3.2 of Historic England's [Adapting Traditional Farm Buildings](#) guidance.

Movement

BA35 Vehicle Parking

BA35-7 Farmsteads

- Where buildings are arranged around a courtyard, the courtyard may be used for parking.
- When buildings are being converted for new uses, the treatment of external spaces, including courtyards, should be carefully designed in terms of their surface treatment, sub-division and boundary treatment and landscaping so as not to affect the character of the space.

BA37 Access for All

BA37-7 Farmsteads

- Consideration must be given to safe access around the site.

12. Checklist

Making a Submission

- 4.1 To make a submission and demonstrate consideration and compliance with the Design Code, the checklist at Appendix 1 should be completed and submitted with all planning applications for alterations or extension to an existing building or development of new building/s. It is not a validation requirement but it is designed to help applicants ensure that they have met the requirements of the Design Code and allows them to provide explanation and a justification where this is not the case.
- 4.2 This checklist comprises a list of each code (with reference number) and self-assessment using a traffic light system:
- Green full compliance
 - Amber partial compliance, as far as possible with accompanying explanation.
 - Red an alternative approach has been applied with a justification of why the code has not been met.
- 4.3 Where a proposal deviates from the code, either with an amber or red, then a full explanation should be offered. This further explanation can either be a reference to a specific section within the Design and Access Statement or Planning Statement that addresses the particular aspect of the design or an additional comment page appended to the checklist.
- 4.4 The checklist allows applicants to reflect upon the guidance and offer an explanation for the proposal and address any inconsistencies. This allows an application to be better understood by Planning officers, to form a basis for feedback and constructive discussions where there is a different approach taken to that proposed in the Design Code. The following questions may help in devising an explanation where a proposal deviates from the code:
- What design aspect, or part, does not wholly meet the code?
 - Have other alternatives been explored, with the proposed demonstrating greater benefits than that suggested in the code?
 - Has further assessment of the local and regional context informed the different approach?
 - Are there on-site constraints that have otherwise limited the design response that mean the design code cannot be met?
 - Has the difference resulted from emphasis on meeting other design guides that mean this code cannot be fully met?

- Is the proposal innovative in such a way that the design is more appropriate for the site than what is suggested in the code?
- Have other technical studies resulted in a solution that is better suited than suggested in the code?
- Would the proposed deviation to the guidance result in harm to the overall design quality or the setting of adjacent buildings and wider landscape?

Appendix 1: Checklist

SITE ADDRESS	
APPLICANT / AGENT	

Code Reference	Achieved? Green / Amber/ Red / N/A	Notes
General codes for all applications		
BA1 Context		
BA2-1 Roof Form		
BA3-1 Height and Storeys		
BA4-1 Width and Bays		
BA5-1 Building Line		
BA6-1 Setback		
BA7-1 Extensions		
BA8-1 Outbuildings		
BA9-1 Domestic Boathouses		
BA10-1 Banks and Moorings		
BA11-1 Replacement building		

BA12-1 Conversion		
BA13-1 Security		
BA14-1 Social Cohesion		
BA15-1 Frontages and Entrances		
BA16-1 Fenestration and glazing		
BA17-1 Materials		
BA18-1 Detailing		
BA19-1 Colour		
BA20-1 Boundaries		
BA21-1 Biodiversity		
BA22-1 Gardens and landscaping		
BA23-1 Lighting and dark skies		
BA24-1 Flood risk		
BA25-1 Drainage		
BA26-1 Utilities and services		

BA27-1 Solar gain		
BA28-1 Sustainability		
BA29-1 Energy efficiency		
BA30-1 Solar panels		
BA31-1 Water efficiency		
BA32-1 Air Quality		
BA33-1 Street design		
BA34-1 Cycling		
BA35-1 Vehicle Parking		
BA36-1 Electric charging points		
BA37-1 Access for all		

Codes for chalets	Achieved? Green / Amber/ Red / N/A	Notes
BA2-2 Roof Form		
BA3-2 Width and Bays		
BA5-2 Building Line		
BA6-2 Setback		
BA7-2 Extensions		
BA8-2 Outbuildings		
BA11-2 Replacement building		
BA15-2 Frontages and entrances		
BA16-2 Fenestration and glazing		
BA17-2 Materials		
BA18-2 Detailing		
BA19-2 Colour		

BA 20-2 Boundaries		
BA22-2 Gardens and landscaping		
BA27-2 Solar gain		
BA35-2 Vehicle Parking		
BA37-2 Access for All		

Codes for Waterside Homes	Achieved? Green / Amber/ Red / N/A	Notes
BA2-3 Roof form		
BA4-3 Width and Bays		
BA6-3 Setback		
BA15-3 Frontages and entrances		
BA16-3 Fenestration and glazing		
BA17-3 Materials		

BA18-3 Detailing		
BA20-3 Boundaries		
BA27-3 Solar gain		

Codes for Boatyards	Achieved? Green / Amber/ Red / N/A	Notes
BA2-4 Roof Form		
BA3-4 Height and storeys		
BA7-4 Extensions		
BA8-4 Outbuildings		
BA15-4 Frontages and entrances		
BA16-4 Fenestration and glazing		
BA17-4 Materials		
BA18-4 Detailing		

BA19-4 Colour		
BA19-4 Boundaries		
BA21-4 Gardens and landscaping		
BA26-2 Utilities and Services		
BA35-4 Vehicle Parking		
BA37-4 Access for All		

Codes relating to historic clusters	Achieved? Green / Amber/ Red / N/A	Notes
BA2-5 Roof form		
BA3-5 Height and storeys		
BA6-5 Setback		
BA17-5 Materials		
BA18-5 Detailing		
BA19-5 Colour		
BA20-5 Boundaries		

BA22-5 Gardens and landscaping		
BA27-5 Solar gain		
BA35-5 Vehicle parking		
BA36-5 Electric charging points		

Codes for Rural Homes	Achieved? Green / Amber/ Red / N/A	Notes
BA2-6 Roof Form		
BA4-6 Width and bays		
BA6-6 Setback BA16-6 Materials		
BA18-6 Detailing		
BA19-6 Colour		
BA22-6 Gardens and landscaping		

Codes for Farmsteads	Achieved? Green /	Notes

	Amber/ Red / N/A	
BA2-7 Roof Form		
BA4-7 Width and bays		
BA6-7 Setback		
BA8-7 Outbuildings		
BA12-7 Conversion		
BA15-7 Frontages and entrances		
BA16-7 Fenestration and glazing		
BA17-7 Materials		
BA18-7 Detailing		
BA19-7 Colour		
BA20-6 Boundaries		
BA22-7 Gardens and landscaping		
BA35-7 Vehicle parking		

BA37-7 Access for all		

Appendix 2: Glossary

Art Nouveau: A decorative style of art and architecture, fashionable in the late 19th and early 20th century. Art Nouveau is inspired by natural forms and characterised by sinuous curves and flowing lines.

Arts and Crafts style: The Arts and Crafts movement began in the mid 19th century as a reaction to industrialisation. It promoted traditional craftsmanship and was often inspired by medieval styles.

Balustrades / Balustrading: A balustrade is a railing supported by uprights (balusters). Often used to form a barrier on a balcony, terrace or at the side of staircases.

Bargeboards: A timber facing board applied to the verges of a roof. Sometimes decorative.

Battery formation: arranged in a line and attached to one another.

Bay: the division of a building between vertical lines or planes, for example the space between two columns or the space between brick piers separating windows. Where there are no columns or other divisions and there are regularly-spaced windows, each window in a wall is counted as a bay. So if a house has two windows to either side of a central front door it would have five bays.

Building Coverage ratio: the ratio between the area of the building footprint and the site on which it sits.

Building Line: A perceived line formed by the predominant position of adjacent buildings, usually along a street frontage.

Casements: A casement window is a window that is attached to its frame by one or more hinges at the side. They are used singly, or in pairs, and occasionally in pairs with a fixed light between the opening lights. Often used in cottages.

Clerestorey windows: A line of windows, typically placed at the very top of a wall.

Close-boarded fencing: A fence formed by panels of vertical boards that overlap, fixed to several rear horizontal supporting rails.

Conservation area: An area that is deemed to have a special architectural and / or historic interest, the character of which it is desirable to preserve or enhance. Conservation areas are designated heritage assets.

Conservation area appraisal: A document produced by the Local Planning Authority, setting out what is significant about a conservation area and management and enhancement proposals for its preservation and enhancement.

Context: the physical surroundings of a place.

Composite materials: A material man-made using a combination of more than one material. For example, UPVC and composite cladding and decking boards.

Cottage orné: French for 'decorated cottage', the cottage orné style promoted a rustic style of picturesque design. The style was used from the late 18th century and was a reaction against the more formal style of Regency architecture. Buildings often feature thatched roofs with timberwork, often using unhewn timbers, giving a more rustic appearance.

Design and Access Statement (DAS): A design and access statement is a short report accompanying and supporting a planning application. They provide a framework for applicants to explain how a proposed development is a suitable response to a site and its setting, and to demonstrate that it can be adequately accessed by prospective users. Certain types of application must have a DAS submitted with them. More information can be found on the [Planning Portal](#).

Dressings: precise work often in a different material to the main building material. Often surrounding the openings and protecting the vulnerable parts of an exterior.

Eaves: The eaves are the lowest part of a roof that hangs over the building's side. They often have a gutter around them.

Edwardian: dating to between 1901-1910, i.e. during the reign of King Edward VII. However, the Edwardian style of architecture is generally considered to extend to 1919.

Elevations: The sides of a building. Elevation drawings are scaled drawing of an interior or exterior vertical surface, that forms the skin of a building.

Estate-type railings: Simple metal railings consisting of wide-set horizontal bars, with vertical bars between each panel for stability. Frequently used on country estates and public parks as a boundary treatment.

Eye-brow dormer: A low dormer on the slope of a roof. It has no sides, the roofing being carried over in a wavy line.

Façade: the outside or all of the external faces of a building

Fenestration: The arrangement, proportioning and design of windows and doors in a building.

Figure-ground plan: A figure-ground diagram is a mapping technique used to illustrate the relationship between built and unbuilt spaces. Buildings are shown as solid mass (figure), whilst public spaces, street, parks etc are shown as voids (ground).

Finials: a terminal feature treated differently from the pier or structure it surmounts. Described by its form (e.g. ball finial, spike finial etc).

Flemish bond brickwork: an arrangement of bricks in which headers and stretchers alternate in each course. The predominant form of brickwork throughout the Georgian period.

Flint: a building material widely found and used in Norfolk. Generally used close to its source as it was heavy to move. Use either in its natural rounded form or 'knapped' (cut and shaped).

Floor Area Ratio: the ratio between the area of the total floor area of the building (floorspace on all floors) and the site on which it sits.

Gable / gable end wall: The triangular section of wall supporting two sides of a pitched roof. Can also be used to describe the whole end wall of a building which includes a gable.

Gault brick: bricks made of gault clay which produces a smooth yellow / cream coloured brick popular in the mid-late Victorian period.

Georgian: dating to between 1714-1830 (eg, during the reign of one of the four Georges: King George I to King George IV).

Green and blue infrastructure: Green infrastructure is a strategically-planned network of natural and semi-natural areas with other environmental features, designed and managed to deliver a wide range of ecosystem services (e.g. water purification, improving air quality) and enhance biodiversity. Blue infrastructure has similar benefits but relates to water structure, including lakes, ponds, streams, rivers and storm water provision. Green and blue infrastructure planning is a holistic approach that integrates green spaces and water features in urban and rural areas to create more sustainable, resilient and visually appealing places.

Grey water / grey water harvesting: Grey water is waste water from domestic appliances such as washing machines, baths, showers and sinks (not the kitchen sink or toilet). It can be treated in a greywater recycling system and reused for non-potable applications such as irrigation or toilet flushing.

Heritage assets: A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. It includes designated heritage asset (listed buildings, conservation areas, scheduled monuments, Registered Parks and Gardens) and heritage assets identified by the Local Planning Authority.

Hipped roof: A roof where all four sides of the roof slope with equal pitch downwards from the ridge. It does not have a gable.

Joinery: Architectural features such as windows, doors, bargeboards and balustrades made of timber.

Lime: a white caustic alkaline substance consisting of calcium oxide, which is obtained by heating limestone and which combines with water with the production of much heat. Traditionally used in building for lime mortars, renders and plasters and is more flexible and breathable than modern materials.

Local distinctiveness: The characteristics of the built environment (e.g. materials, particular architectural features) that make a place distinctive and different from other places.

Local Plan: The Local Plan is a document produced by the Local Planning Authority that guides decisions on future development proposals and addresses the needs and opportunities of the area. It contains planning policies that proposed development should comply with.

Massing: perception of the general shape, form and size of a building.

Mock or half-timbering: non-structural, decorative use of timberwork, as distinct from structural timber-framing. Popularly used in the late 19th and early 20th centuries and associated with the revival of vernacular architecture.

National Design Guide, 2021: The National Design Guide sets out the characteristics of well-designed places and demonstrates what good design means in practice. It forms part of the government's collection of planning practice guidance.

National Model Design Code, 2021: Detailed guidance from the government on the production of design codes, guides and policies to promote successful design.

National Planning Policy Framework (NPPF), December 2024: The NPPF sets out the government's policies for planning in England and how these are expected to be applied. The document is updated regularly.

Palisade fencing: typically a heavy-duty fence used for security. It consists of vertical metal elements, sometimes with spikes, with horizontal elements for support on the rear.

Pantiles: Tiles with a wavy S-profile, designed to overlap the neighbouring tile. Traditionally made in clay.

Parapetted gable: A gable end that extends above the roofline to form a parapet.

Pargetting: A form of plasterwork used on external walls. Decorative motifs and images are formed with lime plaster in relief.

Period: Date of construction; a period in history

Permitted development: Development that is permitted without the need for planning permission. This is set out in the [Town and Country Planning \(General Permitted Development\) \(England\) Order 2015](#).

Pitched roof: A roof that has two sloping sides meeting at a ridge.

Plain tiles: Simple flat tiles, traditionally made in clay.

Planning Statement: A short document to accompany a planning application. It allows applicants and agents to explain the design and overall concept behind a proposed development. It justifies why it is acceptable in planning terms.

Plinth: a projecting base of a wall. In the Broads often brick or with a tarred finish.

Post-and-rail fencing: Fencing normally in timber with vertical posts supporting a number (frequently 2) horizontal rails.

Quayheading: a structure that forms the interface between land and water.

Rainwater harvesting: rainwater is collected and can be used for non-potable uses. On a small scale this may be a water butt with rainwater used to water a garden. On a larger scale this can be harvesting of rainwater into a below-ground storage tank for re-use for laundry or toilet flushing.

Render: coats of plaster applied to an external surface. Lime-based render is used on historic structures.

Reveals: the inner surface of an opening or recess in a wall, typically in relation to a window or door.

Ridge: The horizontal area where the top of roof slopes meet.

Rustic-style unhewn timber: Timber that has not been given a finished form by shaping or smoothing.

Scale: 1) the size of a structure; 2) a scale drawing is reduced drawing that is proportional size to the scale of the original object, meaning all of the ratios between the corresponding parts of the original item and the drawing are equal. Normally using set ratios, e.g. 1:100.

Shiplap timber cladding: 'shiplap' refers to the way the timber boards overlap each other. Each board has a recess cut into both the top and bottom which allows the boards to be slotted together with no gaps providing a watertight finish.

Shingles: thin, tapered pieces of wood, primarily used to cover roofs and walls of buildings to protect them from the weather.

Slates: roofing slates are tiles made out of naturally mined slate. The rock is split into thin sheets, cut to the required size. Suitable for a pitch of more than 20 degrees.

Staithe: a landing stage for the loading and unloading of boats, often cargo boats.

Sustainable urban drainage systems (SUDS); a system designed to manage stormwater locally, to mimic natural drainage systems. Designed to manage both flood and pollution risks, whilst providing environmental enhancement and place-making benefits.

Thatch: a roof covering of straw or water reeds. In the Broads, water reed is used and is grown and harvested locally.

Verandah: an outdoor covered area, often running along the side or front of a house.

Verges: The outer ends of the roof on the gable end.

Vernacular: traditional forms of building using traditional materials.

Victorian: dating to between 1837 and 1901, i.e. during the reign of Queen Victoria.

Water reed: a thatching material that has been used for centuries and almost exclusively used in the Broads. It is commonly known as water reed, Continental Water Reed or Norfolk Reed.

Broads Authority

14 March 2025

Agenda item number 13

Consultation on a devolution deal for Norfolk and Suffolk

Report by Chief Executive

Purpose

To inform members of the consultation seeking views on a proposal to form a Mayoral Combined County Authority for the local government areas of Norfolk and Suffolk.

Broads Plan context

Broads Authority governance and constitution underpins the delivery of the strategic objectives of the Broads Plan.

Recommended decision

- i. The Chair and Chief Executive to keep a watching brief on how the devolution deal develops and engage with colleagues in the constituent local authorities as and when appropriate.
 - ii. To agree the Authority's response to the government consultation on a devolution deal for Norfolk and Suffolk.
-

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3.	Implications for the Broads Authority	3
4.	The consultation questions	3
5.	The Authority's response	4
6.	Next steps	4
7.	Conclusion	4

1. Introduction

- 1.1. On 17 February, the Government launched its consultation on a devolution deal for Norfolk and Suffolk. The consultation ends at 11.59pm on Sunday 13 April.

2. The consultation

- 2.1. The Government's consultation document says:

This consultation seeks views on a proposal to form a Mayoral Combined County Authority for the local government areas of Norfolk County Council and Suffolk County Council.

The Mayoral Combined County Authority would receive devolved funding from central government, including those relating to the following policies:

- housing and regeneration
- local growth
- adult skills (except apprenticeships)
- local transport

- 2.2. In December 2024, the government published the [English Devolution White Paper](#). This sets out plans to move power out of Westminster and back to local communities, ensuring that every part of England is covered by devolution. The local council leaders from Norfolk County Council and Suffolk County Council have since written to government expressing their interest in taking forward devolution within their area through the establishment of a Mayoral Combined County Authority, with the first election for a Mayor taking place in May 2026. Before taking a decision on whether to proceed with the making of the necessary legislation, the government is seeking views from interested parties, including those who live and work in the area.
- 2.3. This consultation seeks views, particularly from interested parties, including those who live and work across Norfolk and Suffolk, on the effect of establishing a Mayoral Combined County Authority in the area. It includes questions on the proposed geography and how the Combined County Authority will make decisions, together with questions on the effects of working across this geography through a Mayoral Combined County Authority.
- 2.4. You can read more and find the link to respond here: [Norfolk and Suffolk devolution - GOV.UK](#).
- 2.5. This consultation does not cover the Government's local government reform programme. You can read more about devolution and local government reform at www.norfolk.gov.uk/devolution.

3. Implications for the Broads Authority

- 3.1. The councils of Norfolk County Council and Suffolk County Council would be the constituent councils of the proposed Combined County Authority. Each council would appoint two representatives to be constituent members. This means that there would be four constituent council members in total. Constituent councils would each be able to appoint the same number of substitute members as they appoint constituent members to act in the absence of their constituent members.
- 3.2. Norfolk and Suffolk Combined County Authority's constituent members would be able to appoint a maximum of 4 non-constituent and associate members to support the delivery of their work programme. Non-constituent members are representatives of an organisation; for example, a district council, local NHS trust, the Police and Crime Commissioner, or a local registered provider. Associate members are named individuals who can provide particular experience or expertise – for example, on active travel, or local businesses.
- 3.3. The proposals will have limited impact on the Broads Authority. There may well be advantages in providing an opportunity to work with a new Mayoral Authority across Norfolk and Suffolk and new unitary authorities which could provide a more joined up approach to the delivery of services. Probably the most significant implication for the Authority is in the membership of its Board. Currently 9 of the of 21 members are appointed by the eight constituent local authorities. The new arrangements will provide an opportunity to reduce the size of the Board in line with the views from previous discussions with Authority Members. The size of the Board and the number of local authority appointments will depend on the number and boundaries of the new local authorities.

4. The consultation questions

- 4.1. The consultation sets out prescribed questions and responses as follows:

For each question, you can provide the following answers:

strongly agree

agree

neither agree nor disagree

disagree

strongly disagree

don't know

prefer not to say

- 4.2. Respondee are also be invited to explain their answers.
- 4.3. Question 1: To what extent do you agree or disagree that establishing a Mayoral Combined County Authority over the proposed geography will deliver benefits to the area?

- 4.4. Question 2: To what extent do you agree or disagree with the proposed governance arrangements for the Mayoral Combined County Authority?
- 4.5. Question 3: To what extent do you agree or disagree that working across the proposed geography through the Mayoral Combined County Authority will support the economy of the area?
- 4.6. Question 4: To what extent do you agree or disagree that working across the proposed geography through the Mayoral Combined County Authority will improve social outcomes in the area?
- 4.7. Question 5: To what extent do you agree or disagree that working across the proposed geography through a Mayoral Combined County Authority will improve local government services in the area?
- 4.8. Question 6: To what extent do you agree or disagree that working across the proposed geography through a Mayoral Combined County Authority will improve the local natural environment and overall national environment?
- 4.9. Question 7: To what extent do you agree or disagree that working across the proposed geography through the Mayoral Combined County Authority will support the interests and needs of local communities and reflect local identities?

5. The Authority's response

- 5.1. Members are asked to provide a response to each of the questions plus any additional commentary they consider appropriate. This will then be submitted as the Authority's formal response to the consultation.

6. Next steps

- 6.1. Following the consultation, the Secretary of State will consider all responses and decide whether to establish a Mayoral Combined County Authority. If the Secretary of State decides to proceed, the government will confirm funding (subject to Spending Review) and provided the constituent councils consent, the necessary secondary legislation will be laid in Parliament. If approved by Parliament, the Combined County Authority would be established in time for the first mayoral election to take place in May 2026.

7. Conclusion

- 7.1. The government's proposed devolution deal represents the largest change for local government in Norfolk and Suffolk since 1974. Although the implications for the Broads Authority are mainly in the constitution of its Board it will be important for the Chair of the Authority and the Chief Executive to keep a close eye on how the proposals development and engage with the process as and when necessary.

Author: John Packman

Date of report: 21 February 2025

Background papers: [Norfolk and Suffolk devolution – government consultation](#)

Broads Authority

14 March 2025

Agenda item number 14

Member Code of Conduct

Report by Monitoring Officer

Purpose

To review the adopted Code of Conduct for Members and ensure it is relevant, up to date and fit for purpose.

Recommended decision

To adopt the revised Code of Conduct for Members.

1. Introduction

- 1.1. The Localism Act 2011 requires the Broads Authority to promote and maintain high standards of conduct by members and co-opted members. The Authority must also adopt a Code of Conduct and maintain a register of members' interests.
- 1.2. The current Code was last adopted in [July 2021](#) and is based on the Local Government Association's National Model Councillor Code of Conduct. The register of interests form was also reviewed at this time to provide clarity on interests that are Disclosable Pecuniary Interests defined in the Localism Act and other "local" interests that the Authority wished to include.
- 1.3. Under its Terms of Reference, the Standards Committee is responsible for advising the Authority on "...the adoption, operation and revision of its Member Code of Conduct". The Committee reviewed the proposed revisions at its meeting on 20 February.

2. Proposed changes

- 2.1. A number of minor changes are proposed and in the main, these are either formatting, for clarification or to adapt the wording so it is relevant to the Broads Authority.
- 2.2. As part of its discussions, the Standards Committee agreed to the proposed revisions but requested the Monitoring Officer to review the wording for members' participation in the setting of tolls (para. 9 of Appendix B of the Code). This is to make it clearer that any member who pays a toll by reason of owning a private boat, canoe, SUP etc can speak and vote on toll setting. The addition of the second bullet point is to allow

Navigation Committee members who pay tolls, whether as private boat owners or commercial hire boat operators, to speak and vote.

2.3. All of the proposed revisions are shown as tracked changes in Appendix 1.

3. Risk implications

3.1. The Authority's reputation could be at risk if it does not have an up to date Code of Conduct. The Code will help to encourage good conduct and safeguard the public's trust in the Authority's governance.

3.2. Members have an individual and collective responsibility to maintain standards and demonstrating good conduct, as well as challenging behaviour which falls below expectations.

4. Conclusion

4.1. Members of the Standards Committee also agreed the Authority's response to the recent consultation on "Strengthening the standards and conduct framework for local authorities in England". It was acknowledged that some of the proposals could take time to be implemented and/or require legislative change and in the interim, it is considered beneficial to review the Authority's current Code and ensure it is relevant and meets our needs.

Author: Jonathan Goolden

Date of report: 27 February 2025

Background papers: none

[Broads Plan](#) strategic objectives: n/a

Appendix 1 – Member Code of Conduct with tracked changes

Member Code of Conduct

Adopted ~~23 July 2021~~ March 2025

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Introduction

This Member Code of Conduct ('the Code') applies to all members and co-opted members (known collectively in this document as 'members') of the Broads Authority.

The Code is based on the Local Government Association's (LGA) Model Member Code of Conduct (updated 17 May 2021). The Authority will review the Code regularly, taking note of the LGA's annual review of the model code.

Members should also refer to the supporting [LGA Code of Conduct guidance](#). For the purposes of the Authority's Code, references in the LGA guidance to 'councillor' means a member or co-opted member, and references to 'council' and 'local authority' mean the Broads Authority, where relevant.

Purpose

The purpose of this Code is to assist you, as a member, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow members, Authority officers and the reputation of the Broads Authority. It sets out general principles of conduct expected of all members and your specific obligations in relation to standards of conduct. The LGA encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of members and in the Authority.

The Code is not an exhaustive list of all legal obligations that fall upon members, and related protocols and guidance are referenced in the Members Handbook. These include:

- Protocol on Member and Officer Relations in the Broads Authority
- Standing Orders for the regulation of Authority proceedings
- Social Media Policy

General principles

The Code promote the highest standards of ethics and conduct, and draws upon the [Seven Principles of Public Life](#), also known as the Nolan Principles. The following general principles have been developed specifically for the role of member.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of member.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with the Authority's requirements and in the public interest.

Application of the Code of Conduct

This Code applies to you as soon as you sign your declaration of acceptance of the office of member or attend your first meeting as a co-opted member, and continues to apply to you until you cease to be a member.

This Code of Conduct applies to you when you are acting in your capacity as a member, which may include when:

- you misuse your position as a member;
- Your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a member.

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a member.

The Authority's Monitoring Officer has statutory responsibility for the implementation of this Code. You are encouraged to seek their advice on any matters that may relate to the Code.

Standards of member conduct

This section sets out your obligations **(bold type)**, which are the minimum standards of conduct required of you as a member. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

General conduct

1. Respect

As a member:

- **I treat other members and members of the public with respect.**
- **I treat Broads Authority officers and volunteers, and representatives of partner organisations, with respect, and respect the role they play.**

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a member, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in members.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the Broads Authority, the relevant social media provider or the police. This also applies to fellow members, where action could then be taken under the Code, and Authority staff, where concerns should be raised in line with the Authority's protocol on member and officer relations.

2. Bullying, harassment and discrimination

As a member:

- **I do not bully any person.**
- **I do not harass any person.**
- **I promote equalities and do not discriminate unlawfully against any person.**

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and

contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Members have a central role to play in ensuring that equality issues are integral to the Authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

3. Impartiality of Authority officers

As a member, I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the Authority.

Officers working for the Broads Authority must be politically neutral. They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

4. Confidentiality and access to information

As a member:

- **I do not disclose information:**
 - a. **given to me in confidence by anyone**
 - b. **acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**
 - i. **I have received the consent of a person authorised to give it;**
 - ii. **I am required by law to do so;**
 - iii. **the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
 - iv. **the disclosure is:**
 - 1. **reasonable and in the public interest; and**
 - 2. **made in good faith and in compliance with the reasonable requirements of the Authority; and**
 - 3. **I have consulted the Monitoring Officer prior to its release.**

- **I do not improperly use knowledge gained solely as a result of my role as a member for the advancement of myself, my friends, my family members, my employer or my business interests.**
- **I do not prevent anyone from getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the Broads Authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

5. Disrepute

As a member:

I do not bring my role or the Broads Authority into disrepute.

As a member, you are trusted to make decisions on behalf of the Broads and its stakeholder interests, and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other members and/or the Authority and may lower the public's confidence in your or the Authority's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring the Authority into disrepute.

You are able to hold the Authority and fellow members to account and are able to constructively challenge and express concern about decisions and processes undertaken by the Authority, while continuing to adhere to other aspects of this Code of Conduct.

6. Use of position

As a member, I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the Authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

7. Use of Authority resources and facilities

As a member:

- **I do not misuse Authority resources.**
- **I will, when using the resources of the Authority or authorising their use by others:**
 - a. **act in accordance with the Authority's requirements; and**

- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the Authority or of the office to which I have been appointed.**

You may be provided with resources and facilities by the Authority to help you carry out your duties as a member. Examples include office support and access to Authority buildings and rooms. These are to be used only in carrying out your role as a member effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the Authority's own policies regarding their use.

8. Complying with the Code of Conduct

As a member:

- I undertake Code of Conduct training provided by the Broads Authority.**
- I cooperate with any Code of Conduct investigation and/or determination.**
- I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.**
- I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.**

It is extremely important for you as a member to demonstrate high standards, have your actions open to scrutiny and not to undermine public trust in the Authority or its governance. If you do not understand, or are concerned about, the Authority's processes in handling a complaint, you should raise this with the Authority's Monitoring Officer.

Protecting your reputation and the reputation of the Broads Authority

9. Interests as a member:

As a member, I register and disclose my interests.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of members of the Authority.

You need to register your interests so that the public, Authority officers and fellow members know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other members when making or taking part in

decisions, so that decision-making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

Appendix B sets out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from the Monitoring Officer.

10. Gifts and hospitality

As a member:

- **I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the Broads Authority or from persons who may apply to the Authority for any permission, licence or other significant advantage.**
- **I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.**
- **I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.**

In order to protect your position and the reputation of the Authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a member. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case, you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a member. If you are unsure, contact the Monitoring Officer for guidance.

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B – Registering interests

You must, within 28 days of your appointment as a member or co-opted member of the Authority, register with the Authority’s Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in “The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012”. You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

“Disclosable Pecuniary Interest” means an interest of yourself, or of your partner if you are aware of your partner’s interest, within the descriptions set out in Table 1 below.

“Partner” means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.

~~“Disclosable Pecuniary Interest” means an interest of yourself, or of your partner if you are aware of your partner’s interest, within the descriptions set out in Table 1 below.~~

~~“Partner” means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.~~

2. A ‘sensitive interest’ is as an interest which, if disclosed, could lead to the member, or a person connected with the member, being subject to violence or intimidation.
3. Where you have a ‘sensitive interest’ you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees, they will withhold the interest from the public register.

Non-participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a ‘sensitive interest’, you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.

Disclosure of Other Registerable Interests

5. Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in

any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise, you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

7. Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a relative or close associate; or
- c. a financial interest or wellbeing of a body included under Other Registerable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest, the following test should be applied ([see paragraph 8](#)).

~~1-8.~~ Where a matter (referred to in paragraph ~~8-7~~ above) **affects** the financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ~~Broads Authority ward area affected by the decision~~ and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise, you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

~~2-9.~~ ~~For the following interests, There are some subjects in relation to the Authority that, once you have declared an interest/made a declaration, you may nonetheless attend a meeting and vote. These include:~~

- ~~Setting of navigation tolls, where the extend~~ extent of the interest is limited to a liability to pay a navigation toll by reason of owning a boat and thereby paying a toll on one or more private vessels;

- For members of the Navigation Committee only, consultation on the level of navigation tolls where the extent of the interest is limited to:
 - a. a liability to pay a navigation toll or
 - ~~a.b.~~ the holding of any employment, office, trade, profession or vocation carried on for profit or gain in an entity liable to pay a navigation toll.
- ~~Matters relating to schools, when you are a parent, guardian or governor of a child at a different school in the area.~~
- An allowance, payment or indemnity given to members.

~~Other subject matters may apply in local government, but these are unlikely in practice to apply to members of the Authority. Please ask the Monitoring Officer for information.~~

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made to the member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a member, or towards his/her election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract made between the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the relevant authority:</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the executive area of the Authority.</p> <p>‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>

Subject	Description
Licenses	Any licence (alone or jointly with others) to occupy land in the executive area of the Authority for a month or longer
Corporate tenancies	Any tenancy where (to the member's knowledge)— (a) the landlord is the Authority; and (b) the tenant is a body that the member, or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the member's knowledge) has a place of business or land in the executive area of the Authority; and (b) either— i. the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or ii. if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the member, or his/ her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*'director' includes a member of the committee of management of an industrial and provident society; 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services

and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registerable Interests

You must register as an 'Other Registerable Interest':

- a) any unpaid directorships
- b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by the Authority
- c) any body
 - (i) exercising functions of a public nature
 - (ii) directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)of which you are a member or in a position of general control or management

(end of document)

Broads Authority

14 March 2025

Agenda item number 15

Appointment to the Navigation Committee

Report by Senior Governance Officer

Purpose

The report outlines the appointment process for the Navigation Committee, conducted in accordance with Section 9 of the Norfolk and Suffolk Broads Act 1988, and recommends the appointment of a co-opted member to the Navigation Committee with effect from 1 April 2025.

Broads Plan context

Theme C – “Maintaining and enhancing the navigation”. The role of the Navigation Committee is to advise the Authority on matters relating to strategic management of the waterways.

Recommended decision

To accept the recommendation of the selection panel, endorsed by the Navigation Committee, and appoint the individual named in paragraph 4.1 as a co-opted member to the Navigation Committee for an initial two-year term to 31 March 2027.

1. Introduction

- 1.1. The appointment process for the co-opted members of the Navigation Committee is conducted on a four yearly basis and as additionally necessary to fill any casual vacancies on the committee. Terms of appointment are generally for four years with a maximum aggregated term of eight years.
- 1.2. The membership of one current co-opted member, representing Category A: Such bodies appearing to the Authority to represent the owners of pleasure craft available for hire or reward as it considers appropriate, is due to end on 31 March 2025. Therefore, the recruitment process for the forthcoming vacancy on the committee has been conducted.

2. Appointment Process

- 2.1. Details of the vacancy were advertised on the Broads Authority’s website (on the Navigation Committee page). It was also advertised on the Authority’s social media channels of Facebook, Twitter and LinkedIn. The closing date for applications was 4 December with interviews on 11 December 2024.

- 2.2. In total, one application was received by the closing date.
- 2.3. The recruitment panel comprised:
- Charles Monteith – Panel Chair (one of the Authority’s two Independent Persons)
 - Lesley Robinson – Chief Executive, British Marine Federation
 - Harry Blathwayt – Chair, Broads Authority
- 2.4. The following criteria were used to assess and score the candidate:
- Understanding of the navigation area and relevant issues.
 - Good knowledge of the varied recreational uses of the Broads Authority.
 - Independence of thought.
 - Ability to see more than one side to every argument and take a balanced view.
 - Experience of equality, diversity and inclusion issues, and the relevance of these in the Broads context.
- 2.5. A scoring system was used to mark the candidate’s responses as follows: A = strong evidence, B = good evidence, C = satisfactory evidence; D = weak evidence, E = no evidence.

3. Consultation

- 3.1. As part of the appointment process, 3 organisations under Category A were contacted for their inclusion in the consultation process in accordance with paragraph 9 of the Norfolk and Suffolk Broads Act. These were:
- British Marine
 - Broads Canoe Hire Association
 - Broads Hire Boat Federation
- 3.2. Each organisation was provided with the name of the short-listed candidate and advised that they could request further information, if they wished, before submitting their comments. A total of two organisations responded and their comments were forwarded to the panel for its consideration prior to the interview.

4. Recommendations

- 4.1. The panel has agreed to recommend that Susan Cadamy be appointed to the Navigation Committee wef 1 April 2025.
- 4.2. The appointment was presented at the [Navigation Committee on 9 January 2025](#), where it was resolved unanimously to recommend to the Broads Authority that Susan Cadamy be appointed to the Navigation Committee wef 1 April 2025.

- 4.3. Appointment to the Navigation Committee is usually for a four-year term, however, to enable the appointment to align with the appointment cycle of existing co-opted members to the Navigation Committee, it is recommended that this appointment be for a two-year term. This will result in a recruitment campaign for all eight co-opted members at the end of 2026 for appointment in April 2027.

5. Risk implications

- 5.1. The Act requires the Authority to appoint eight members from among persons who are not members of the Authority. If the recommended candidate is not appointed at this meeting, a further recruitment exercise will need to be undertaken.

6. Conclusion

- 6.1. The interview process was thorough, and was enhanced by the panel members, two of whom are external to the Broads Authority.

Author: Sara Utting

Date of report: 20 February 2025

[Broads Plan](#) strategic objectives: strategic objectives: C1-4