

## **AGENDA**

**27 January 2017**

**10.00am**

1. **To receive apologies for absence and welcome**
2. **Chairman's Announcements**
3. **Introduction of Members and Declarations of Interest**
4. **To note whether any items have been proposed as matters of urgent business**
5. **Public Question Time**  
To note whether any questions have been raised by members of the public
6. **To receive and confirm the minutes of the Broads Authority meeting held on 18 November 2016 (herewith)**
7. **Summary of Progress/Actions Taken following Decisions of Previous Meetings**  
To note schedule (herewith)

## **GOVERNANCE**

8. **Using Audio Recording or Webcasting to Increase the Openness and Transparency of Broads Authority Meetings**  
Report by Solicitor and Monitoring Officer (herewith)
9. **Committee Timetable 2017/18**  
Report by Solicitor and Monitoring Officer (herewith)

## **STRATEGY AND POLICY**

10. **Business Plan and Strategic Priorities 2017/18**  
Reports by Management Team (herewith)
11. **Strategic Priorities 2016/17 - Update**  
Reports by Chief Executive (herewith)
12. **Budget 2017/18 and Financial Strategy 2019/20**  
Report by Head of Finance (herewith)

13. **Consolidated Income and Expenditure from 1 April to 30 November 2016**  
Report by Head of Finance (herewith)
14. **External Funding Update**  
Report by Chief Executive, Director of Operations and Head of Strategy and Policy (herewith)
15. **Draft Education and Volunteer Strategies**  
Reports by Director of Planning and Resources (herewith)
16. **Loddon Conservation Area Re-Appraisal for adoption**  
Report by Historic Environment Manager (herewith)

MINUTES TO BE RECEIVED

17. **To receive minutes of the following meetings:**  
  
Broads Local Access Forum – 7 September 2016  
Planning Committee – 14 October 2016 (herewith)  
Planning Committee – 11 November 2016 (herewith)  
Planning Committee – 9 December 2016 (herewith)  
Navigation Committee – 27 October 2016 (herewith)
18. **The Port Marine Safety Code: To consider any items of business raised by the Designated Person in respect of the Port Marine Safety Code**
19. **Feedback from Members appointed to represent the Authority on outside bodies**  
  
Broads Tourism – Greg Munford and Mr John Timewell  
Campaign for National Parks – Mr Peter Warner  
How Hill Trust – Ms S Mukherjee and Mr J Ash  
National Parks UK and National Parks England – Prof Jacquie Burgess  
Norfolk and Suffolk Broads Charitable Trust – Mr John Ash and Mr Louis Baugh  
Norfolk Mills and Pumps Trust – Prof Jacquie Burgess  
Upper Thurne Working Group – Mr Kelvin Allen  
Whitlingham Charitable Trust – Mr Louis Baugh, Mr Matthew Bradbury, Ms Gail Harris and Mr Vic Thomson
20. **To consider any other 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**
21. **To answer any formal questions of which due notice has been given**

22. **To consider motions in the order in which notice has been received under Standing Order 4**

A motion received from Mrs Lana Hempsall (herewith)

23. **To note the date of the next meeting – Friday 24 March 2017 at 10.00 am at Yare House, 62-64 Thorpe Road, Norwich**

24. **Exclusion of the Public**

The Authority is asked to consider exclusion of the public from the meeting under Section 100A of the Local Government Act 1972 for the consideration of the item below on the grounds that they involve the likely disclosure of exempt information as defined by Paragraphs 1, 3 and 6 of Part 1 of Schedule 12A to the Act as amended, and that the public interest in maintaining the exemption outweighs the public benefit in disclosing the information.

25. **Restructuring Communications Team**

Report by Chief Executive, Head of Human Resources and Head of Communications (herewith)

26. **Update and Proposed Action at Thorpe Island**

Report by Solicitor and Monitoring Officer and Head of Planning (herewith)

## **Broads Authority**

Minutes of the meeting held on 18 November 2016

Professor Jacquie Burgess – in the Chair

### **Present:**

Mr K Allen	Sir Peter Dixon	Mrs N Talbot
Mr J Ash	Ms G Harris	Mr H Thirtle
Mr M Barnard	Mrs L Hemsall	Mr V Thomson
Mr L Baugh	Mr B Iles	Mr J Timewell
Mr M Bradbury	Mr G McGregor	Mr P Warner
Mr W Dickson	Mr G Munford	

### **In Attendance:**

Dr J Packman – Chief Executive  
Mrs S A Beckett – Administrative Officer  
Ms N Beal – Planning Policy Officer (Minute 3/10 – Minute 3/12)  
Mr W Burchnall – Project Manager (LPS) Minute 3/9 and 3/23 - 3/25)  
Mr D Harris – Solicitor and Monitoring Officer  
Mr S Hooton – Head of Strategy and Projects (Minute 3/9 and 3/23 - 3/25)  
Ms E Krelle – Head of Finance  
Ms A Long – Director of Planning and Resources  
Ms L Marsh – Head of Communications (Minute 3/8)  
Ms T Wakelin – Director of Operations

**Also in attendance:** Dr K Bacon – Chairman, Broads Forum and Chairman of Broads Local Access Forum

**Others Present:** Brian Wilkins - NSBA, Tony Howes BHBF, and 20 Others

### **3/1 Apologies and Welcome**

The Chairman welcomed everyone to the meeting including members of the public. In particular she welcomed Mr Brian Iles to his first official meeting of the Authority.

Apologies were received from Mr P Rice, Ms S Mukherjee and Mr M Whitaker.

### **3/2 Chairman's Announcements**

#### **(1) Openness of Local Government Bodies Regulations 2014**

Following a request from the Chairman, no members of the public indicated that they would be recording or filming the proceedings.

(2) **Variation of the Order of the Agenda**

The Chairman proposed a variation in the order of business in accordance with Standing Order no 3(2) to take items 23 – 25 containing exempt information following agenda item 10 on the Landscape Partnership Scheme due to the links involved and the financial considerations.

**3/3 Introduction of Members and Declarations of Interest**

Members introduced themselves and expressed declarations of interest as set out in Appendix 1 to these minutes.

**3/4 Items of Urgent Business**

There were no items of urgent business.

**3/5 Public Question Time**

No public questions had been received.

**3/6 Minutes of Broads Authority Meeting held on 30 September 2016**

The minutes of the meeting held on 30 September 2016 were approved as a correct record and signed by the Chairman.

**3/7 Summary of Progress/Actions Taken Following Decisions of Previous Meetings**

The Authority received and noted a schedule of progress/actions taken following decisions of previous meetings. It was noted that a number of the items on this agenda were very much interrelated.

In particular, members received updates concerning:

**Member Workshops**

- **Budget and Broads Business Plan Development 2017/18 and Priorities** Further to Minute 1/6 and the decisions made on 12 May 2016, a workshop to consider priorities for the next five years had been arranged for 8 December 2016 at 1.00pm
- **Code of Conduct Training for All members** – a date was being trawled for January 2017. (*The 20 January 2017 has now been confirmed*)
- **Judicial Review** – the Authority had now received the £5,000 from Mrs Harris as the contribution to costs.
- **Ludham Footpath link to St Benets** – It was noted that the reason for the delay in opening the footpath link was due to a change in

landownership. Most of the necessary documents had now been signed bar one and the necessary accessories/equipment was being put in place. An official opening ceremony would be held in Spring 2017.

- **Appointment to the Navigation Committee** – An advertisement was due to go in the Press at the end of November 2016 with a closing date for applications being 30 December 2016.

### **3/8 Tolls Review 2016 and Proposed Navigation Charges for 2017/18 in the Navigation Charges and Adjacent Waters**

The Authority received a report providing a review of progress over the last year, the final report from the Tolls Working Group on the comprehensive review on the restructuring of charges levied in the navigation area and adjacent waters with its recommendations as well as the translation of those recommendations into a Draft Schedule for Charges for 2017/18. The report also set out the feedback from the formal consultations with the main stakeholder organisations as well as the Navigation Committee. Each of the recommendations from the TRG had been considered in detail at the Navigation Committee meeting on 27 October 2016 and all three of the main recommendations from the Group together with the seven subsidiaries had been supported.

The Chairman commented that in view of the very complex and interrelated issues involved it was important that these were dealt with carefully. Therefore the meeting was conducted as follows:

Louis Baugh as a member of the Tolls Review Group and the Financial Scrutiny and Audit Committee provided a summary of the key issues from the Review;

the Chief Executive provided the details of the report and a summary of the representations received by members together with a considered response;

Nicky Talbot as acting Chairman of the Navigation Committee provided the Members with a summary of the Committee's recommendations.

In presenting the work of the Tolls Working Group (TRG), Louis Baugh explained that it had been a fundamental review over a year drawing on evidence from the Insight Track Stakeholder research conducted in 2014 with statistically representative samples of private boat owners, hire boat operators, Broads residents and Broads visitors and also the views expressed at the workshop held in September 2015 with British Marine(BM), the Broads Hire Boat Federation (BHBF) and the Norfolk and Suffolk Boating Association (NSBA). He emphasised that the review had involved members of the Authority and Navigation Committee at various key points as well as Officers of the BHBF and NSBA. At the September 2015 workshop, the BM and BHBF argued for a reduction in the multiplier with the majority of Broads Authority members considering that the multiplier should be scrapped. This was one of

the major recommendations from the TRG. Louis Baugh commented that the recommendations were in line with the presentation at the workshop on the 14 June 2016 (at which the key stakeholders were present) and some of the proposals had been amended in the light of the representations made at that workshop.

He explained that the recommendations did not involve a redistribution of costs between the private and hire fleet but the main changes would be within the proposed 14 new categories such that there would be a redistribution of costs from smaller boats to larger. They would be based on a 3% increase in the costs for the commercial fleet and 3% increase in costs for the private fleet although there would be variations between the categories in the two fleets. He also explained that the TRG had taken account of the shift in the balance of income from private and hire fleets over the years with a decline in the hire fleet from over 2000 weekly hired craft in the early 80s to an all-time low of 789 in 2016 and an increase in the number of larger private boats. The proposals were partly in response to this shift as well as the disproportionate costs of the toll for tenders and smaller boats in general. He explained why the TRG were proposing to dispense with a fixed plus a variable charge, which had been introduced by the Port and Haven Commissioners in 1981, and was now considered difficult to justify, and move to charging boats an equal amount per square metre. The Group had been careful in evaluating the proposals for every boat in the 14 categories to ensure that no boat should pay more than a 50% increase. With the 3% increase proposed, only 3 boats had crept over this line and these were auxiliary yachts that currently received a double discount for being sailing vessels with an electric motor.

He addressed the issue of potential phasing in of the charges over a number of years, a matter about which the Group had given careful consideration and which had also been considered by the Navigation Committee. He personally had been initially of the view that the introduction of the change should be phased, but on the basis of the complexities and the greater understanding of the matter over the year, and careful consideration by the TRG and debated by the Navigation Committee, was of the view that it would be an unnecessary complication to a proposed new structure and involve a repetition of the debate for setting the charges again next year. The Group had evaluated each of its recommendations against the principles adopted and considered that the proposed new structure would be inherently fairer, simpler and more flexible. He therefore commended the recommendations of the Tolls Working Group with the minor amendments suggested by the Navigation Committee together with the proposed charges in the covering report for 2017/18 for approval.

The Chief Executive gave a detailed presentation of the report explaining the budgetary situation with navigation income for 2016 being below the budgeted figure due to the reduction in the number of boats in the hire fleet, the expenditure required in order to carry out the maintenance of navigation for 2017/18 and the justification for the proposed charges in line with the new structure proposed by the Tolls Review Group. He explained that retaining the fixed and variable rates as proposed by the NSBA would mean that smaller

boats would pay proportionately more than larger boats and therefore the TRG had considered this would not be practical or fair.

The Chief Executive emphasised that the Group had carefully tested the new structure which had then been refined by agreement with the whole group in association with the Chairman and Vice-Chairman of the Navigation Committee. He drew attention to the fact that under the new proposals 44% of vessels would have a reduction in their toll from 2016/17 and 1,576 of rowing boats, canoes would pay an extra 97p. The impact of the proposed charges for each of the categories was examined and the risks considered, one of which was that larger boats would leave the system. However, an analysis of the charges for other Waterways, specifically the Environment Agency's Anglian Waterways taking account of the proposed charges for 2017, should they be implemented, showed that tolls for hired motorcraft in the Broads would in general be 11% more expensive but for private motorcraft generally 23% less expensive. The Chief Executive emphasised that, if implemented, the impact of the proposals would be carefully monitored and as previously advocated by Members, a repeat of the stakeholder survey in 2019 would be beneficial and of good practice.

In referring to the representations received, the Chief Executive commented that the Authority had received 41 representations, about 34 against the proposals, 5 in support and some had asked questions. The majority of those who were against the proposals were from the large private motor boat owners and appeared to have been prompted by an NSBA letter to all its members, and a separate letter to the owners of river cruiser class vessels. He had attempted to respond to all correspondents personally to clarify points and explain the views of the working group. Some of the respondents had come back to thank him for providing a greater understanding of the recommendations.

The Chief Executive highlighted the range of arguments received, including the presumption that there was a bias towards the hire boat industry from the TRG and Navigation Committee; that many tollpayers would be unaware of the proposals; and challenges to the statistical validity of the stakeholder survey results. The two main themes from the representations related to the scale of change particularly when judged by percentages and the view that private boats were being treated more harshly than the hire boat fleet. However, it was important to note the interdependency between the two fleets, the actual increases, and that the cost of the toll was only 9% of the total cost of owning a private boat. Two important points were made which members were asked to take into account in their considerations: one being the economic contribution made by private boat owners and also the recognition that there had been some significant losses of moorings and problems over waste collection, both of which were largely outside the control of the Authority.

Lastly the Chief Executive referred to a comment he had received relating to Passenger boats which pointed out the contribution these made to National Park purposes especially providing people with the opportunity to gain access

to the Broads and that this appeared to have been ignored. It was suggested members may wish to revisit this matter.

The Acting Chairman of the Navigation Committee provided the Authority with an account of the debate at the meeting on 27 October 2016 together with the key points of the discussion and the outcome of the votes for each proposal, the draft minutes for which had been circulated for members' information. The Acting Chairman commented that the Group's proposals had been given careful scrutiny and the tone of the meeting had been purposeful with an acknowledgement of the thoroughness with which the Tolls Working Group and officers had considered matters. The Committee had supported the recommendations by majority with amendments to two of the subsidiary recommendations from the TRG concerning electric boating and Mutford Lock.

Members, particularly those who had not been involved at the time of the surveys and their reception by the Broads Authority, were provided with the background to and assurances of the statistical robustness of the comprehensive Stakeholders survey undertaken by Insight Track in 2014. The survey provided a strong evidence base upon which the TRG based its work. Members were also assured that the planning of the 2014 surveys had been undertaken by a Steering Group which included representatives of the NSBA and BHBF, as well as Authority Members. The results from the Stakeholder Surveys had received wide publicity and had been presented to committee meetings of the BHBF and NSBA during 2015.

Members were also assured that representatives from the NSBA and BHBF had been engaged throughout the last year in the Tolls Review process giving expert evidence and taking part in three workshops, provided with data, and, the Authority's officers as well as Members would continue to work closely with them.

In giving careful consideration to the proposals each member was given the opportunity to express their views. (This included those provided by Sarah Mukherjee who was unable to be present.)

Members were very mindful of the considerable amount of work and scrutiny that the Working group had given to the complex task with which they had been charged and commended the energy, courage and determination with which they had carried out their analysis. They also recognised the financial challenges involved and the emotive nature of the impact of the recommendations. They recognised that the recommendations were probably the most radical since 1981 and accepted the justification for them. There was also recognition of the valuable contribution made to the navigation system, not only by the hire boat fleet but also the private boat owners and given the significant interdependency between the two fleets there was sensitivity to change and ultimately the Authority's finances. It was considered that the new system would provide flexibility and give the Navigation Committee the ability to make recommendations to manage future impacts. Some members considered that if the Authority was to manage the Broads for everyone it

needed to respond to change, acknowledging that in introducing changes to a structure there were bound to be losers as well as winners.

Members expressed appreciation to all those who had written to them in order to help them understand their concerns and were very mindful of these in their deliberations.

Members took into account the risks of introducing such a new structure in that larger private boats might leave the system but also noted that the Broads was considered to be good value in comparison with other waterways; the concern about the growth in the number of larger vessels in both the private and hire boat fleets; and whether there would be an increase in the number of smaller boats as a result of the proposed changes. If so would the additional income from larger boats offset the lost income from smaller boats? They therefore supported the need for the situation being monitored very closely.

Some members expressed disappointment about the apparent hostility to hire boats expressed by some of the private owners and therefore were of the view the Authority should take the opportunity to try and mend that conflict in the relationship between the two fleets. However, other members considered that the responsibility for resolving this apparent antagonism also lay within the boating community itself.

Some members were in favour of a phased introduction in order to help reduce the impact on those who would be affected. However, others recognised that this factor had been given very careful consideration by the TRG and members of the Navigation Committee and that if not introduced as a whole, would pose further difficulties over the years particularly for the Authority's budget.

In response to a member's suggestion that historic vessels and those operated by Charitable Trusts should not pay any toll, it was clarified that the TRG did recognise the cultural heritage contribution such charities and historic vessels made to the area, and therefore the wherries would only pay a flat rate. A member on behalf of the Wherry Yacht Charter Charitable Trust, although expressing appreciation for the suggestion, considered that such boats should make a contribution to the cost of the navigation system as they too benefited from the service provided.

Members considered that Passenger vessels did play an important role in providing access to a large number of people to the Broads as well as in terms of education, generally with a low impact and therefore helped to deliver the Authority's three main purposes. They therefore considered that these should be given further attention and charges for these should be re-examined. It was clarified that the toll for the passenger vessels was not a passenger due.

Members advocated providing all toll payers with a very clear explanation of the reasons for introducing a new structure and the implications as well as

publishing these widely. They also advocated communicating the difficulties the Authority had in relation to Waste Collection and Moorings and publicising the Authority's efforts in contributing to the attempts to resolve these issues.

In conclusion Members considered that the proposed structure had been comprehensively analysed, developed pragmatically and in a balanced way with constant reference to the guiding principles. They considered that it should provide a fairer, simpler and more flexible arrangement and were supportive particularly on the understanding that it would be monitored closely.

Members considered each of the three main recommendations in the report in turn.

Sir Peter Dixon proposed, seconded by Haydn Thirtle, an amendment to the first recommendation that included the subsidiary recommendation (e) relating to electric craft, in that the proposal from the TRG should be retained ie: that any boats using diesel generators to power electric engines should be charged at the normal commercial private motor boat rate. This was on the basis that using the diesel generator would be environmentally unfriendly and anti-social and therefore defeat the objectives of having electric boats. However, other members commented that this had been given very careful consideration by the Navigation Committee. This related to use of a diesel generator as a backup only when there may not be a charging point available.

On being put to the vote the amendment was lost with 4 in favour, 12 against and 2 abstentions.

Bill Dickson proposed, seconded by Kelvin Allen and it was

RESOLVED by 15 votes in favour 1 against and 2 abstentions

- (i) that the recommendations of the Tolls Working Group with the amendments regarding Mutford Lock and electric boating as proposed by the Navigation Committee as set out in Section 6 of the report, be adopted to cover:
  - (a) A new set of Guiding Principles for Tolls based on the Authority's Statutory Responsibility, Flexibility, Fairness – based on economic costs and benefits, Simplicity and Efficiency;
  - (b) A revised charging structure for the tolls based on a square metre size of the craft without a fixed element in which for each class of vessel the owner will pay a set amount per square metre. (Wherries, rowing boats, canoes and kayaks will pay a flat rate charge.)
  - (c) A flexible charging structure, such that different types of vessels in each of the two fleets, commercial and private, can be levied different rates per square metre.

Plus

- (d) Wherries to be charged a flat rate, to reduce their overall costs, promote their important cultural heritage and reflect their iconic status. (There are eight wherries on the Broads system as at October 2016).
- (e) Electric boating should continue to be encouraged through lower rates for private motor boats: that boats with an electric engine for propulsion supported by a diesel generator should continue to be treated more favourably than diesel boats.
- (f) The current discount for early payment offered to the larger hire boat operators should be discontinued but the provision for staged payments should be retained.
- (g) The non-display of toll plaques trial should be extended for a further year.
- (h) The charges for craft in adjacent waters should remain identical to those in the Broads Navigation Area to account for the interconnected relationship between the two.
- (i) The charges for passing through Mutford Lock should ideally balance the annual costs of operation involved but the Authority would like to see this achieved via greater use of the Lock: The existing charge should be maintained for 2017, better data gathered and then reviewed again at the end of the season.
- (j) The current charging policies for short visit tolls and boats removed from the Broads system should be retained.

Mike Barnard suggested that the proposed charges for passenger vessels should be re-examined and that any reduction in those costs be redistributed within the commercial fleet. This was supported by Haydn Thirtle.

Following discussion about the precise wording, the Chairman proposed that recommendation (ii) within the report be accepted with an additional clause “to delegate powers to the Chief Executive to consult with the Tolls Review Group and set the charges for passenger vessels and any redistribution of charges within the commercial fleet. “

RESOLVED by 17 votes to 1 against

- (ii) that the proposed charges for the navigation area and adjacent waters for 2017/2018 as set out in Table 6 of the covering report be adopted; and that the Chief Executive be given delegated powers to consult with the Tolls Review Group and set the charges for Passenger Vessels and any redistribution of charges within the commercial fleet.

John Ash proposed, seconded by Nicky Talbot and it was

RESOLVED by 16 votes to 1 against with 1 abstention

- (iii) that the Authority undertake an objective evaluation of the impact of the changes to the tolls structure in the Autumn of 2019 as part of a second round of stakeholder research, the first round of which informed this tolls review.

The Chairman thanked members for the due care and attention they had given to the matter which would represent a major change. The Chairman also thanked the members of the public for their patience in attendance.

### **3/9 Landscape Partnership Scheme Presentation**

The Authority received a presentation on the progress being made on the development phase for the Landscape Partnership Scheme (LPS) which included a promotional video setting out the main elements of the scheme as well as an animation video encouraging provision of biodiversity and wildlife habitats within gardens. The latter would be available on the South Yare Wildlife Group website and taken to schools as part of the educational elements of the scheme.

Members were particularly impressed with the results from the Laser scanning equipment and techniques being used for surveying windpumps and its potential for the future with a suggestion that it might be worth the Authority investing in its own equipment.

The Project Manager endorsed by the Director of Planning and Resources emphasised that the project was essentially a Landscape Project that was currently in its developmental phase and therefore, although, as suggested by one member, it might appear to be fragmented, there was cohesion between all of the different components and elements involved. An identity for the LPS with a single logo and brand was being designed by Norwich Art students as part of the scheme. The HLF would not have contemplated funding the scheme if it had not been comprehensive with tangible and new and innovative projects which could provide a legacy.

Members were assured that although not specifically mentioned in the presentation, the Suffolk Wildlife Trust was contributing to the scheme. A member expressed disappointment that the Broads Angling Strategy had not been in a position to provide more input. However, it was noted that there may be opportunities to promote angling through the educational element and the Community Grant fund due to be available in 2018.

Members noted with pleasure that one of the projects involved the re-creation by the Lowestoft Boat Building College of a 1,000 year old boat found by the River Chet, and the vessel would be the centerpiece of an entry at the 2017 Chelsea Flower Show.

Members noted that officers would be meeting with HLF officers for the mid-term review on 22 November 2016. The intention was that the next submission to HLF would be May 2017 with a decision on the proposed implementation phase due in October 2017.

Members welcomed the considerable progress made and congratulated the officers on the work they were doing.

RESOLVED

that the progress on the Landscape Partnership scheme be noted and endorsed.

**3/10 Broads Local Plan: Preferred Options Local Plan, Sustainability Appraisal, Habitat Regulation Assessment for Consultation**

The Authority received a report setting out the Preferred Options version of the Broads Local Plan with the accompanying Sustainability Appraisal and Habitats Regulation Assessment set out as follows:

- Appendix A Preferred Options Local Plan
- Appendix B Sustainability Appraisal
- Appendix C Habitats Regulations Assessment
- Accompanying Draft Policy Maps (25)

The Planning Committee had considered most of the Preferred Options Local Plan in a series of bite size pieces between April and October 2016 and considered the full version before members at their last meeting on 11 November 2016. They recommended that the Authority agree to all of the documents being presented for consultation over a nine week period from December 2016 to February 2017.

Gail Harris proposed, seconded by John Timewell and it was

RESOLVED unanimously

that the Broads Local Plan Preferred Option Documents including the Sustainability Appraisal, Habitats Regulation Assessment, be subject to public consultation from 5 December 2016 to 3 February 2017.

**3/11 Broads Local Plan: Flood Risk Supplementary Planning Document (SPD) for Consultation**

The Authority received a report setting out a new Draft Flood Risk Supplementary Planning Document (SPD), updated from the previous one from 2007 and in association with Policy DP29 of the current Development Management document, with the aim of raising awareness of the nature of flood risk in the Broads area and give advice to developers and others about the Authority's approach to the issue of development and flood risk and

emphasising the need to maintain a high standard of design for new waterside development. The SPD had been produced in association with the colleagues within the Environment Agency and Lead Local Flood Authorities. The document had been supported by the Planning Committee at its meeting on 14 October 2016 who were recommending it be approved for public consultation. The Planning Policy Officer proposed that the end of the consultation period be amended from 16 December to 23 December 2016.

John Ash proposed, seconded by Nicky Talbot and it was

RESOLVED unanimously

that the Draft Flood Risk Supplementary Planning Document be subject to public consultation from 21 November 2016 to 23 December 2016.

### **3/12 Broads Local Plan: Adopting the Biodiversity Enhancement Guide Waterside Chalet and Bungalow Guide**

The Authority received a report on the Information Guides produced to help applicants meet requirements placed upon them to enhance wildlife as part of their development proposals as well as give guidance and advice to those intending to alter waterside residences.

Both Guides had been the result of extensive consultation and the Waterside Chalet/Bungalow Guide built on the work undertaken when compiling the Local List. The Planning Committee considered the responses and amendments to the guides at its meeting on 14 October 2016 and resolved that the responses and amendments to the guides are noted and recommended that the revised guides as shown at Appendix B of the report are adopted by the Broads Authority. Members were assured that the general location of the chalets pictured as examples within the guide would be included within the final documents.

Bill Dickson proposed, seconded by Haydn Thirtle and it was

RESOLVED unanimously

that the Biodiversity Enhancement Guide and Waterside Chalet/Bungalow Guide as set out in Appendix B to the report be adopted.

### **3/13 Strategic Direction**

The Authority received a report setting out the Broads Authority's activities in delivering progress against the Broads Plan 2011 through the six key Strategic Priorities agreed at the Authority's meeting on 18 March 2016, where the Authority had been identified as the lead partner for the year 2016/17. The strategic priorities helped to target resources and make the most of partnership working and external funding opportunities. There were also other projects not specifically mentioned but were still ongoing.

Members noted that the Authority was broadly on track in terms of progress. In particular, Members noted

- **Member and Stakeholder Workshop 3 November 2016** hosted by the Broads Forum to consider the ways forward following publication of the Report commissioned by the Broads Climate Change Partnership on the “High Level Review on Flood Management for the Coast and the Broads”, had been attended by over 60 people. Led by an independent facilitator, this had been a very successful event. As follow up, the Chairman had written to the Broads constituency MPs requesting a meeting with them in the new year. She had also written to the Leaders of the District and County Councils suggesting a meeting to brief them on the Report and the outcomes of the Workshop.

#### RESOLVED

that the performance of the different projects to meet the Strategic Priorities for 2016/17 in the table at Appendix 1 to the report be noted.

### **3/14 Financial Performance and Direction**

The Authority received a report providing a strategic overview of the current key financial issues and items for decision. This included the consolidated income and expenditure figures from 1 April 2016 to 30 September 2016 which also provided figures for the latest available budget and the overview of Forecast Outturn 2016/17.

The current forecast outturn position for the year suggested a surplus of £27,884 for the national park side and a deficit of £2,096 on navigation resulting in an overall surplus of £25,788 within the consolidated budget, which would indicate a general fund reserve balance of approximately £1,072,000 and a navigation reserve balance of approximately £331,000 at the end of 2016/17 before any transfers for interest. This would mean that the navigation reserve would be just above the recommended level of 10% of net expenditure during 2016/17.

#### RESOLVED

that the income and expenditure figures for 1 April 2016 to 30 September 2016 be noted.

### **3/15 Appointment of External Auditors for 2018/19**

The Authority received a report outlining the Local Audit and Accountability Act (2014) and the necessity for local authorities to establish an auditor panel and manage their own procurement. Members noted the options available, the associated benefits, and the proposed conclusion for a preferred route for the Authority for the appointment of the External Auditor as had been recommended by the FSAC.

Mike Barnard proposed, seconded by Haydn Thirtle and it was

RESOLVED

- (i) that the Authority agrees to join the national collective scheme, led by the Public Sector Audit Appointment (PSAA), as recommended by the Financial Scrutiny and Audit Committee on 27 September 2016;
- (ii) that delegated authority be given to the Section 17 Officer to communicate the willingness of the authority to join the scheme to PSAA and to enter into the scheme after a satisfactory examination / negotiation of the proposed terms and conditions is concluded.

### **3/16 Annual Report on Partnership Arrangements**

The Authority received a report providing details of the Strategic Partnerships which were currently registered with the Broads Authority. Members noted the financial, contributions, financial and partnership risks and the mitigation measures outlined as detailed within Appendix 1. It was noted that an Action Plan as indicated within the report was not required at present. It was suggested that for the next annual review, an evaluation of the partnerships against the Broads Authority's objectives also be provided.

RESOLVED

that the current Register of Partnerships at Appendices 1 and the results of the Management Team's annual review of the Partnerships at paragraph 2.3 of the report be noted.

### **3/17 The Port Marine Safety Code: To consider any items of business raised by the Designated Person in respect of the Port Marine Safety Code**

The Director of Operations reported that there were no items which needed to be raised under this item.

### **3/18 Minutes Received**

The Chairman stated that she would assume that members had read these minutes and the Chairman of each of the Committees would be available to answer any questions.

RESOLVED

- (i) **Navigation Committee: 8 September 2016**

RESOLVED

that the minutes of the Navigation committee meeting held on 8 September 2016 be received.

(ii) **Planning Committee: 16 September**

**RESOLVED**

that the minutes of the Planning Committee meetings held on 16 September be received.

**3/19 Feedback from Members appointed to represent the Authority on outside bodies**

Members of the Authority appointed to outside bodies were invited to provide feedback on those meetings they had attended on behalf of the Authority.

**Campaign for Rural England** – Peter Warner undertook to provide a note of the recent meeting for circulation to all members.

**Broads Tourism** – Greg Munford reported that the last meeting held at the Waveney River Centre had been very successful and he thanked Jacquie Burgess and John Timewell for their support. The group was making good progress on providing incentives and encouraging businesses to join. It was hoped to launch the new website very shortly and to provide extra training. The next event was due to be held in the Waveney Hotel in Beccles on 22 November 2016. There would also be a networking event on one of the Passenger Boats on the 8 December 2016.

**Norfolk Broads Charitable Trust** – John Ash reported that following useful discussions with Simon Partridge it was proposed to set up a seminar with a professional fund raiser to take matters forward.

**Norfolk Windmills Trust** – Jacquie Burgess reported that the Trust should receive a decision about the HLF funding for the Stracey Arms project on 7 December 2016. David Gurney would be leaving Norfolk County Council's employment on 21 December 2016.

**3/20 Items of Urgent Business**

There were no other items of urgent business for consideration.

**3/21 Formal Questions**

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

**3/22 Date of Next Meeting**

The next meeting of the Authority would be held on Friday, 27 January 2017 at 10.00am at Yare House, 62 – 64 Thorpe Road, Norwich.

**These items were taken between Items 9 and 10.**

**3/23 Exclusion of the Public**

RESOLVED

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

Members of the Public left the meeting

**3/24 Exempt Minutes of the Broads Authority meeting – 30 September 2016**

The exempt Minutes of the Authority's meeting on 30 September 2016 were received.

**3/25 Landscape Partnership Scheme Procurement**

The Authority received a report containing exempt information concerning the development of certain pieces of work for the Landscape Partnership Scheme Project and the need to award an extension of a contract for this to be carried out. The report set out the results of the procurement process, the reasons for the need to waive standing orders extension including the timing to fit in with the development phase prior to submitting the second phase of the project to the HLF.

Following careful consideration, Members were supportive of the approach being taken and the justifications being put forward.

Bill Dickson proposed, seconded by Kelvin Allen and it was

RESOLVED unanimously

that the extension of Claritie's contract to include the additional development phase work identified for the Landscape Partnership Scheme be endorsed.

The meeting concluded at 13.45pm

CHAIRMAN

## Code of Conduct for Members

## Declaration of Interests

Committee: Broads Authority 18 November 2016

<b>Name</b>	<b>Agenda/ Minute No(s)</b>	<b>Nature of Interest</b> (Please describe the nature of the interest)
Brian Iles		Appointed by Norfolk County Council
Gail Harris		Whitlingham Charitable Trust Trustee/Director Cllr Norwich City Council
Kelvin Allen		Member of Broads Angling Strategy Group Member of Waveney River Trust
John Ash	8	Toll Payer, Director/Trustee Wherry Yacht Charter Charitable Trust. N&SB Charitable Trust, How Hill Trust
Bill Dickson	8	Toll payer, Member of TRG, Chairman of Local owners association and Broads Property owner,
Greg Munford	8	Toll Payer, Chairman of Broads Tourism, BMBS, BT Mooring Resident, CEO of Richardsons Leisure ,
Vic Thomson		Director Whitlingham Charitable Trust
Nicky Talbot	8	Toll Payer, NBYC, NSBA
Peter Dixon	8	Toll Payer, BCU, WBYC, NSBA
Guy McGregor		Appointed by Suffolk County Council
Matthew Bradbury	8	Toll Payer, BCU Member, Director of Whitlingham Charitable Trust
Louis Baugh	-	Director of Whitlingham Charitable Trust
Jacquie Burgess	8	Toll Payer, NSBYC

**Summary of Progress/Actions Taken following Decisions of Previous Meetings**

<b>Date of Meeting/ Minute No.</b>	<b>Authority Decision(s)</b>	<b>Responsible Officer(s)</b>	<b>Summary of Progress/ Actions Taken</b>
18 January 2013 Minute 4/8(4) (Broads Local Access Forum Minute 1/9) <b>Ludham Bridge Footpath link to St Benets</b>	<ul style="list-style-type: none"> <li>Formal agreement with landowner to be signed</li> </ul>	Senior Waterways and Recreation Officer	<p>Formal footpath agreements all completed. Accommodation works in progress prior to opening of footpath for this season.</p> <p>Works complete. Lease agreement signed with new landowner. Signage to be installed with official path opening in Spring 2017.</p>
23 January 2015 Minute 4/18 <b>Chief Executive Report Network Rail: Consultation document: Anglia Route Study, Long Term Planning Process</b>	Proposed Response to Network Rail to be circulated to members for comment prior to being submitted to Network Rail by deadline of 3 February 2015.	Director of Operations	Network Rail's consultants are currently drawing up final reports of the Multi Criteria Stakeholder Analysis consultation. The outcome will help inform consideration of the options for the renewal, replacement or repair of Somerleyton and Reedham bridges. The final report was expected in November 2016 but this has been delayed and is expected now by February 2017.
20 March 2015 Minute 5/27 <b>Lease of Moorings on River Thurne</b>	<ul style="list-style-type: none"> <li>That the principles for the lease of moorings at Oby on the River Thurne be supported</li> <li>The Chief Executive delegated to finalise the details and signing of the lease</li> </ul>	Head of Planning/Asset officer	<p>The completed lease papers are with the landowner for agreement and signature.</p> <p>Footpath diversion agreed by Planning Committee on 1 May 2015. Footpath Diversion Order confirmed 28 August 2015.</p> <p>Planning application considered by Committee</p>

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
			on 27 May 2016 and approved. Section 106 Agreement signed and permission issued.  Negotiations with Landowner ongoing.
15 May 2015 Minute 6/2(3) And Minute 1/9 13 May 2016 Minute 6/8 <b>Member Allowances</b>	<ul style="list-style-type: none"> <li>Query relating to Member Allowances for National Parks and the Broads relating to Care</li> <li>Matter to be raised directly with Ministers and at the September Conference on Women in Public Services (to be attended by Jacquie Burgess)</li> </ul>	Solicitor and Monitoring Officer	<p>Matter has been followed up with Defra. The Chief Executive has recently been in touch with officials who are now investigating the matter.</p> <p>The Solicitor will investigate the matter further, querying compliance with the Human Rights Act and Equalities legislation.</p>
25 September 2015 Minute 2/26 <b>Marine Management Organisation Licensing of Works in the Broads</b>	<ul style="list-style-type: none"> <li>That the Authority continue negotiations seeking discussions at a higher level in order to seek resolution and greater recognition from the MMO of the Authority's status as a Harbour Authority and the area's special qualities</li> </ul>	Director of Operations	<p>MMO has agreed to meet to explore the issues in more detail, still awaiting confirmation of date. Accord has been signed with PLA, and officers are chasing the draft accord with Broads Authority to be finalised, which will delegate some of the MMO decisions to the BA to streamline the process for third parties. No response has been received since the last chasing email, will follow up when new Director of Licensing is in post.</p>
20 November 2015 Minute 3/9 <b>Fen Management, Strategic Priorities, Opportunities</b>	<ul style="list-style-type: none"> <li>Contents of report noted</li> <li>Programme of Work under MultiPLE Intereg North Sea</li> </ul>	Senior Ecologist	<b>CANAPE:</b> bid was submitted end of March 2016, and this Expression of Interest stage has been successful. Deadline for full submission is end of January 2017. <b><i>Item on Agenda</i></b>

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
and Fen Survey	<p>regional bid to be further considered for a potential future more focused bid</p> <ul style="list-style-type: none"> <li>Continue to work with partners to agree a programme of work for the fen survey and seek necessary funding</li> </ul>		<p><b>Fen survey:</b> Broads partners (BA, EA, NE, NWT) identified options for taking the Fen Survey forward. BA successful in gaining £7,000 from NE. Contractor appointed to support the Senior Ecologist with the development of fen monitoring, research and management projects with partner organisations.</p> <p>Workshop arranged for 27 April 2017.</p>
13 May 2016 Minute 6/10 <b>Broads National Park: Outcome of the Judicial Review</b>	<ul style="list-style-type: none"> <li>that the Judge's ruling on the Judicial Review Hearing and the confirmation it provided for the legality of the decision the Authority took in January 2015 be welcomed</li> <li>that the leave to appeal to the High Court by Mr Harris be noted</li> </ul>	Chief Executive/Solicitor	Application for leave to appeal to the Court of Appeal Refused on 23 November 2016.
30 September 2016 Minute 2/17 <b>Updating the Enjoy the Broads Visitor Website</b>	<ul style="list-style-type: none"> <li>Expenditure of £10,000 from the National Park Planning Delivery Grant budget for the redesign and updating of the content on the Enjoy the Broads visitor website approved</li> <li>Headscape be commissioned to help design the website in order to align the Enjoy the</li> </ul>	Chief Executive/ Head of Communications	Headscape engaged in design work and workshop carried out. Finished designs delivered and integration into National Parks Portal started. Content work amended, due to be completed by beginning of April 2017.

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
	Broads Wesbsite with the National Parks portal		
30 September 2016 Minute 2/19 <b>Appointments to the Navigation Committee</b>	<ul style="list-style-type: none"> <li>Minor changes to the Appointments Procedures for 8 co-opted members to Navigation Committee adopted</li> <li>Current vacancy on Committee to be advertised for replacement in October with appointment running concurrently with existing appointments until March 2019</li> </ul>	Chief Executive/ Solicitor and Monitoring Officer	<p>Process for appointment of vacancy under category (d) commenced: Organisations contacted. Advertisement in EDP on 28 November 2016 and included in Special edition of Broadsheet. Deadline for applications 30 December 2016.</p> <p>13 Responses received.</p> <p>Shortlisting to take Place and Navigation Committee to consider shortlist on 23 February 2016.</p>
30 September 2016 Minute 2/28 <b>Water Sensitive Farming Project in Broads Catchment (Exempt)</b>	<ul style="list-style-type: none"> <li>Principle of Project in association with major retailer supported</li> <li>Outline details of Project as set out in report approved.</li> <li>One year project as first phase or “proof of concept” approved to focus on providing a farm technology fund and latest practical information to all farmers who farm in the Catchment.</li> </ul>	Senior Ecologist	Project Management ongoing (contract, schedule etc). Project ‘Advice Group’ formed. Farm Liaison Officer appointed – due to start early February 2017.
18 November 2016 Minute 3/8 <b>Tolls Review 2016 and</b>	<ul style="list-style-type: none"> <li>that the recommendations of the Tolls Working Group with the amendments regarding</li> </ul>	Chief Executive/Collector of Tolls	TRG consulted on the charges for Passenger Vessels. The Collectors of Tolls provided

Date of Meeting/ Minute No.	Authority Decision(s)	Responsible Officer(s)	Summary of Progress/ Actions Taken
<b>Proposed Navigation Charges for 2017/18 in the Navigation Charges and Adjacent Waters</b>	<p>Mutford Lock and electric boating as proposed by the Navigation Committee as set out in Section 6 of the report, adopted.</p> <ul style="list-style-type: none"> <li>that the proposed charges for the navigation area and adjacent waters for 2017/2018 as set out in Table 6 of the covering report be adopted; and that the Chief Executive be given delegated powers to consult with the Tolls Review Group and set the charges for Passenger Vessels and any redistribution of charges within the commercial fleet.</li> <li>that the Authority undertake an objective evaluation of the impact of the changes to the tolls structure in the Autumn of 2019 as part of a second round of stakeholder research, the first round of which informed this tolls review.</li> </ul>		<p>options to the Tolls Review Group regarding Passenger Tolls. The Group unanimously agreed to support the charges set out in the report to the Broads Authority.</p> <p>Navigation Committee informed of decision at meeting on 15 December 2016 and following discussion resolved to support the recommendations of the TRG, upon which the Chief Executive had further consulted the Group for 2017, and review the charges in 2019 as part of the evaluation of the new structure.</p> <p>Chief Executive provided all members with the emails from the TRG.</p> <p>The Navigation Charges for 2017/18 are now being implemented.</p>

**Using Audio Recording or Webcasting to increase  
the Openness and Transparency of Broads Authority Meetings**

Report by Solicitor and Monitoring Officer

**Summary:** This report sets out an analysis of the potential benefits of recording or webcasting of Authority meetings.

**Recommendations:**

- (i) The audio recording of all Broads Authority public meetings be adopted on a trial basis for the next six months to assist in the preparation of minutes and during that time the Authority's existing equipment is tested to see if it is suitable for the task and the issues involved in making the recordings available on the Authority's website are investigated.
- (ii) Members consider whether the webcasting of Broads Authority public meetings should be further investigated and officers report back to a future meeting.

## **1 Introduction**

- 1.1 This report examines the case for recording the meetings of the Authority and of its Committees, together with other options, including webcasting. It recommends that audio recording should be trialled for six months and asks Members to consider whether a more detailed investigation and examination of webcasting should be pursued.
- 1.2 The case for public availability of Authority meetings is founded on the Nolan Principles of openness and accountability and the concept of Citizen-Centred Governance, which promotes engagement and participation. The process of decision-making by the Authority is conducted in a forum open to members of the public and its minutes of meetings are publicly available. Nonetheless, there are clear advantages in terms of transparency, if a full record of the Authority's meetings were available.
- 1.3 The Authority's Solicitor and Monitoring Officer visited the Brecon Beacons National Park Authority (BBNPA) in the autumn of 2016 and as part of that examined that Authority's use of webcasting. Conversations have also taken place with South Downs, Yorkshire Dales and Exmoor National Parks, each of which use different approaches to the broadcasting or recording of meetings.

## **2 Audio Recording**

- 2.1 Exmoor and Yorkshire Dales National Park Authorities use audio-only recording of their meetings. Exmoor National Park has been recording its meetings for approximately four years. The system was relatively inexpensive to set up and consists of a main recorder and backup, with the hardware costing approximately £300.00. There is no simultaneous broadcast of this, but the files are placed on the National Park website. They have a disclaimer within their meeting papers permitting them to redact recordings where appropriate. One observation they had was that occasional comments by Members in meetings, intended to be amusing, sometimes did not come across as such without the visual connect.
- 2.2 Yorkshire Dales National Park Authority has a single audio recorder used in its Main Authority and Planning Committees. This is solely to cover against disputes over what was said and is not used for the preparation of minutes. Its use arose out of a standards complaint, when a recording which had been taken by a member of the Press had been used to clarify a dispute over what had been said. The recording is not placed on the web site, but a notice informs members of the public that they may listen to the recording by arrangement. Members already had push-button microphones and the recorder is connected to these.

## **3 Webcasting**

- 3.1 The Brecon Beacons National Park Authority considered the use of a webcasting option during 2011 and set up a Corporate Governance and IT Task and Finish Group to consider the proposal. The process adopted then was to:
- Organise a visit by members to observe a system in action and to discuss resource, communication, cultural and technical issues
  - Explore funding opportunities from partnerships and joint procurement and the option of sole procurement
  - Identify the likely resourcing issues going forwards including the impact on officers
  - The proposal was subject to presentations to Cluster meetings to take into account the views of members of the public.
- 3.2 BBNPA adopted a webcast system which is provided by a third-party supplier and broadly specified as follows. The main Authority meeting room has 36 seats. A number of pan and zoom cameras are installed at ceiling height and microphones with a button at each seat. There are a number of flat screen displays in the meeting room. Pressing the microphone button results in a red light illuminating on the speaker's microphone and simultaneously, a camera will focus on the speaker. This is linked to a live streaming webcast accessed through the Authority's viewing page, but actually hosted by a third party supplier.

- 3.3 The viewing page allows for web map integration with links between those maps, the relevant agenda item and index point on the video. There is a webcast control centre in the room, operated by a Governance officer, which includes an encoder and all operating software and the ability to add in agenda items as the meeting progresses. There is a short delay on the broadcast, which allows a cessation of recording to be implemented in the event of an inappropriate event.
- 3.4 Recordings of the meetings are then archived on DVD, but available also on a streaming service. The hardware costs are included in an annual payment to the provider which is circa £10,000. It is intended to have minimal input on officer time in terms of running the system.
- 3.5 It should be noted that the Broads Authority would not be able to have the pan and zoom cameras of BBNPA, with the current furniture due to the moveable nature of tables and seating.
- 3.6 The observations from BBNPA officers in relation to the use of the webcasting system are as follows:
- It supports the BBNPA transparency agenda, which could not be achieved by other means, such as digital audio recording. There is a better understanding by the public of its decision making.
  - There is a significant advantage when preparing the minutes of complex discussions.
  - Any questions relating to the accuracy of minutes can be resolved definitively.
  - It encourages a good level of debate and promotes high standards of behaviour, in turn reducing the number of complaints.
  - It has been useful to rebut accusations from outside the organisation that a topic has not been fully or accurately discussed by Members.
  - There has been a reduction in Freedom of Information Act (FOI) requests in that the FOI does not apply to information already in the public domain through a webcast.
  - It allows the Authority to showcase its debates providing an additional level of probity.
  - Some Officers, more so than Members, were initially reluctant to be filmed and Unions had to be consulted in relation to the recording of officers. However, those officers are now comfortable with the system.
- 3.7 The South Downs National Park also webcasts its full Authority and planning committee meetings and it uses the same supplier as BBNPA and the annual payment is circa £10,000.

## **4 Legal Implications**

- 4.1 The Openness in Local Government Bodies Regulations 2014 gives members of the public and Press the right to record meetings of the Authority held in public (but not those parts of meetings to which the Press and public are excluded by section 100A of the Local Government Act 1972). Recording or webcasting would be subject to similar considerations.
- 4.2 The minutes of any meeting would remain the statutory record of proceedings. The other areas of law which would require consideration in the event of recording by the Authority are as follows:

- Data Protection Act 1998
- Human Rights Act 1998
- The common law aspects of defamation law
- Copyright law

## **5 Data Protection Act 1998 (DPA 1998)**

- 5.1 The use of webcasting would involve the digital capture of images of members of the public. As such, consideration would need to be given to DPA 1998 and the obtaining of data subject consent. These issues could be overcome reasonably simply through putting appropriate notices on agenda papers, use of signage and putting into any application form to address a meeting of the Authority that it would be webcast or recorded.

## **6 Human Rights Act 1998/European Convention on Human Rights (ECHR)**

- 6.1 Article 8 of the European Convention on Human Rights would be engaged, which enshrines the right to respect for privacy and family life. However, where the interference of such rights is a reasonable and proportionate means of achieving a legitimate aim, such interference is lawful. The use of recording apparatus in local authority meetings is now reasonably well-established in practice and it is considered highly unlikely that, where due notice has been given of the intention to record, this would be a breach of ECHR.

## **7 Defamation Law**

- 7.1 Although there would be no changes to the legal position on defamation through recording, it is considered that extending the reporting or recording of Authority minutes would bring any defamatory statement into the public domain more quickly and potentially to a wider audience, than by Minutes (which do not and are not required to, provide a verbatim report).
- 7.2 Defamation is defined as the publication to another person of an oral or written statement which exposes that person to hatred, ridicule or contempt, or has the effect of lowering his/her reputation in the estimation of right-thinking members of the public generally, or injures that person in their office, profession or trade. There are various defences to defamation, such as justification and fair comment.

- 7.3 In the context of comments made at Authority meetings any such comments have the additional protection of quasi-privilege. If an individual has a duty or interest to make a statement and the recipient a corresponding duty to receive it, the comments are protected from an action in defamation. This is with the exception of comments which are made maliciously. Malice cannot be inferred where the maker of the statement believes the facts outlined to be true.
- 7.4 It would therefore be appropriate in the use of webcasting or recording, for the Authority to be able to pause a recording in the event that a member of the public or a Member were accidentally to say something inappropriate, offensive or illegal and provision for this to be made. Any archive of the recording could be edited by way of a “bleep” or otherwise.

## **8 Copyright**

- 8.1 The Authority would be the copyright holder in any webcast or recording, so as to control its use. This should be stated by the publication of terms and conditions in any webcast footage, or the reading out of an appropriate copyright statement during any recording. Permission of the Authority would be required to use the recording or to upload it onto video sharing websites such as YouTube.

## **9 Changes to Procedures**

- 9.1 There are a number of changes to procedures, which could be incorporated into standing orders (which are themselves due for review). These include copyright notification, procedures on notifying and informing meeting participants of the recording. Also, provisions relating to the cessation and suspension of recordings where an inappropriate event takes place would need to be covered.
- 9.2 Consideration should also be given as to whether those watching a webcast could and should be able to communicate with Members during debate.

## **10 Resource Implications**

- 10.1 The required resources for webcasting or recording of meetings are likely to be:
- In the case of webcasting, a contract with an external provider, covering suitable hardware, software and online hosting of the streaming service. Those national park authorities which use an external supplier pay an annual fee for the service.
  - Officer time in operating the system during meetings, at BBNPA this is done by a governance assistant.
  - In the case of audio-only recording, the Authority has a audio recorder which may be suitable but needs live testing in a Broads Authority meeting.

- Impact on officer time in IT and communications and detailed consideration of whether the existing web site could host audio recordings, if that were the route taken.
  - Impact on officer time in Governance in operating the system within meetings.
- 10.2 There may be some savings through webcasting or recording in terms of efficiency to set off against costs. The experience of BBNPA was that these savings were not expected to be very significant and they were not a key driver in the decision to webcast. In practice there has been some appreciable saving of time through the system advantages outlined earlier.
- 10.3 It is considered that if members were interested in pursuing either of the options of webcasting or audio recordings, more detailed proposals could be brought to a future meeting. Although audio-only recording would be more straightforward to implement it should nonetheless be subject to an analysis to resolve issues as to the quality of recordings and equipment hardware, suspension or pausing, distribution, editing in the event of an inappropriate event and archiving. There would also need to be a full analysis under the Equality Act 2010 for compliance.

## **11 Conclusion**

- 11.1 It is considered that there are a number of advantages in exploring the possibility of recording or webcasting Authority meetings and the option of audio-only recording should be trialled with the existing equipment to help in the preparation of accurate minutes. Members are invited to express a view as to whether audio recording should be implemented and whether they wish video recording to be further investigated.

Background Papers:	Nil
Author:	David Harris
Date of Report:	9 January 2017
Broads Plan Objectives:	None
Appendices:	None

**Committee Timetable of Meetings 2017/18**

Report by Solicitor and Monitoring Officer

**Summary:** This report proposes a timetable of meetings for the period July 2017 to July 2018, to take account of the deadline for the preparation and approval of accounts.

**Recommendation:** That the timetable of meetings as set out in Appendix 1 be approved.

**1 Introduction**

- 1.1 A report setting out a proposed timetable of meetings for the following committee year is considered by members at this time of year. This report sets out a draft timetable which is attached at Appendix 1. Meetings have already been fixed until July 2017. The new timetable runs until the annual meeting in July 2018.
- 1.2 In the draft timetable, particular factors relating to each committee have been taken into account to facilitate meetings for the full Authority (6), Planning Committee (13), Planning Committee site visits (13), Navigation Committee (6), Financial Scrutiny and Audit Committee (3), Broads Forum (4) and Local Access Forum (4). In particular, the need to schedule a Planning Committee meeting every four weeks and the need to schedule a meeting of the Authority in July to consider the end of year accounts provides a rhythm which the other meeting dates need to conform with. The dates for public holidays have also been taken into consideration when drafting this timetable. The draft timetable has been circulated to the Chairs and Vice Chairs of the Authority and its committees and their views have been taken into account in preparing the new programme. The programme is very similar to the previous years' timetables, which have worked well.
- 1.3 In accordance with The Accounts and Audit Regulations 2015 which was adopted by Parliament on 17 February 2015, from 2017/18 financial year, the timetable for the preparation and approval of accounts has been brought forward to a draft accounts deadline of 31 May and will be audited and approved by 31 July. Subsequently, the Financial Scrutiny and Audit Committee meeting in 2018 has been scheduled for the 24 July 2018 and the accounts are to be approved and adopted by the Broads Authority on 27 July 2018.

- 1.4 Ideally the Timetable would also include, as previously suggested, dates for Member Development Training days. However, on further reflection and on balance, it is considered that it would be more appropriate to have a completion of the Member Appraisals that are due to take place during February and March before any dates are incorporated as the topics for the Member Development Programme are informed by the Member Appraisals.

Background papers:	Nil
Author:	David Harris, Regina Green, Sandra Beckett
Date of Report:	5 January 2017
Broads Plan Objectives:	None
Appendices:	APPENDIX 1 – Committee Timetable 2017/18

## DRAFT Committee Timetable 2017/18

	2017								2018							
	Day	Time	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
Planning Committee	Fri	10.00 am	21	18	15	13	10	8	5	2	2/23	27	25	22	20	17
Planning Committee Site Visit *	Fri	10.00 am	7	4	1	6/20		1	19	16		20	11	8	6	3
Broads Forum	Thurs	2.00 pm	27							1		26			12	
Local Access Forum	Wed	2.00 pm			6			6			7			6		
Navigation Committee	Thurs	2.00 pm			7	26		14		22		19		14		
Financial Scrutiny and Audit Committee	Tues	2.00 pm	25				14				6				24	
<b>BROADS AUTHORITY</b>	Fri	<b>10.00 am</b>	<b>28</b>		<b>29</b>		<b>24</b>		<b>26</b>		<b>16</b>		<b>18</b>		<b>27</b>	
Member Annual Site Visit	Thurs		13												5 or 13	
Member Development Reviews**																

\* Scheduled dates if required

\*\* These will take place in February and March 2018 (dates to be agreed)

Bank Holidays	28 August 2017, 7 May and 28 May 2018
Good Friday	30 March 2018
Easter Monday	2 April 2018

## **Business Plan and Strategic Priorities 2017/18**

Report by Management Team

**Summary:** This report follows on from the recent Business Planning workshop for Members. It proposes a set of Strategic Priorities for 2017/18 and brings together a range of information in a draft Business Plan for next year so that Members and members of staff have an overview of the Authority's priorities, activities and use of resources for the coming year.

**Recommendations:**

- (i) To adopt the strategic priorities for 2017/18 set out in Appendix 1.
- (ii) To adopt the Draft Business Plan 2017/18 set out in Appendix 2.

### **1 Members' Business Planning Workshop**

- 1.1 A workshop for Members was held in early December to help guide the prioritisation of projects and the development of next year's Business Plan. The financial context, available resources and lists of committed and potential projects were considered. The workshop was helpful in identifying that there is very little spare capacity on the Authority's staff resource, almost all is committed against priority work. Members also confirmed that some projects were not a priority for the coming year. The guidance provided at the workshop has been built into a draft list of Strategic Priorities and a Draft Business Plan.

### **2 Draft Strategic Priorities for 2017/18**

- 2.1 Each year, the Broads Authority identifies a small set of strategic priorities. These priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. The strategic priorities help target resources and make the most of partnership working and external funding opportunities. For the coming year the six strategic priorities can be grouped under three major headings:

***(i) Proactive approach to long-term and major issues which have significant implications for the Broads***

This includes: the long-term risk of flooding, continuing to progress our initiatives on catchment management and the implementation of the Hickling Vision. On top of that at a national and local level the Authority will be engaging in discussions around the specific implications for the Broads of the UK leaving the European Union, in particular the future of agri-environment

payments to farmers and the environmental protection provided to our important wildlife sites.

***(ii) Raising the profile of the area and the reputation of the organisation***

In response to guidance from Members the Communications Team is being strengthened so that it can support the new Visit the Broads website and engage more effectively in social media. The conclusion of the judicial review process means that the Authority is now in a position to follow through with the implementation of the new branding initiative once the new Team is in place.

***(iii) Winning external funding to support our ambitious new Broads Plan***



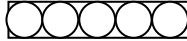
We have made a good deal of progress on our short term external funding programme of work – see Agenda item 14 for an update – and we have more in the pipeline. Our top priority, the Landscape Partnership Project is going well and is on track for submitting the second stage bid. Our engagement with the commercial sector is paying real dividends, both through our direct work with one of the major food retailers and in partnership with the rest of the National Park family through National Park Partnerships. Subject to Members support we shall be submitting before the end of the month a bid worth over €5 million to the Interreg Programme Panel under the banner of CANAPE. Of this €1.262 million is the Broads Authority's component. We are also proposing the development of a medium term funding strategy with a Member Group to guide our external funding bids to support the delivery of the new Broads Plan.


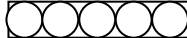

- 2.3 Of course, the strategic priorities only capture a small proportion of the Authority's total activity. We are also working more closely with the other 14 National Park Authorities to look for areas of potential greater cooperation and savings through joint procurement. The first initiative, concerning the procurement of insurance, is already delivering some cost reductions for some park authorities and in due course the Broads Authority will hope to benefit from this initiative. We shall also be looking at our back office functions and the potential for closer working, sharing expertise and knowledge.

### **3 Draft Business Plan for 2017/18**

- 3.1 The Authority produces an annual Business Plan to provide a link between the Broads Plan, the Financial Strategy and the Work Plans of the Directorates. It is a key document to assist members of staff in seeing the connection between their work and the overall strategic direction of the Authority and the ambitions for the Broads set out in the Broads Plan.

Background papers:	Nil
Author:	Management Team
Date of Report:	30 December 2016
Broads Plan Objectives:	None
Appendices:	Appendix 1 – Draft Strategic Priorities 2017/18 Appendix 2– Draft Business Plan 2017/18

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
1	<b>Integrated flood risk management</b>	<p>Raise profile for the urgency to develop an integrated approach to flood risk and win support for a way forward from local politicians</p> <p>March 2017 – Meeting with MPs in London</p> <p>June 2017 – Meeting with local authority Leaders</p> <p>Spring/Summer – Visit from Defra Minister</p>			Simon Hooton supported by John Packman
2	<b>Catchment Management</b>	<p>Deliver tangible outcomes from sponsored project for Tesco</p> <p>Hold initial meeting with Broads farmers to gauge interest in a tailored Broads solution for agri-environment payments post Brexit in February 2017</p> <p>If substantial progress made follow up with briefing for Defra Ministers as appropriate to brief on the issues particular to the Broads</p>			<p>Andrea Long supported by Neil Punchard</p> <p>with John Packman and Andrea Kelly</p>
3	<b>Broads Landscape Partnership Scheme</b>	<p>Successful LPS Project</p> <p>Submit Landscape Conservation Action Plan and second stage HLF application by May 2017</p> <p>Approval gained – decision expected in</p>			Will Burchnall supported by Andrea Long as Chair of the Partnership

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
		<p>November 2017</p> <p>Project delivery started – from 1<sup>st</sup> January 2018</p>			
4	<b>Hickling Broad Enhancement Project</b>	<p>Continue implementation of the Hickling Vision</p> <p>Construction Work – next phase of priority dredging from the navigation channel and land spreading to adjacent land.</p> <p>Win additional resources for delivery and in particular - decision on CANAPE bid expected June 2017</p> <p>Start CANAPE implementation if successful in January 2018</p>			<p>Director of Operations with support from Emma Krelle and Andrea Kelly on CANAPE</p>
5	<b>External Funding</b>	<p>Develop a Medium-term strategy for external funding and the development of commercial opportunities to support delivery of Broads Plan</p> <p>January 2017 – BA approval for project</p> <p>February 2017 – Establish Member Group</p> <p>Draft Strategy to Broads Authority meeting in September 2017</p>			<p>John Packman supported by Lorna Marsh and Simon Hooton</p>
6	<b>Marketing, Promotion and Media Relations</b>	<p>Raise profile, awareness and reputation of the Broads National Park and the Broads Authority</p> <p>Proactive Media around Authority's successes</p> <p>Proactive digital communications</p>			<p>Lorna Marsh supported by John Packman</p>

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
		Norfolk Show Signage Strategy			



# Business Plan 2017/18 (draft)

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## Purpose of the Business Plan

The Business Plan gives Members and staff a clear understanding of the Authority's priorities for the coming year, the resources at our disposal and how we are going to use them. It provides the link in the 'golden thread' between the Broads Plan, which sets the strategic framework for all organisations working in the Broads National Park, through to the Authority's Directorate work plans and team plans, so we can see the bigger picture and how the pieces of the jigsaw fit together.

It is also a chance to look at the big challenges, opportunities and questions the Authority faces, and propose the means to address them. The Business Plan brings together information from a range of sources to provide an overview of the Authority's planned activities for the year to 31 March 2018.

## Our Functions

The functions of the Broads Authority are set out in the Norfolk and Suffolk Broads Act 1988 ('the Act').

Paragraph 2 states that: "It shall be the general duty of the Authority to manage the Broads for purposes of:

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

No priority is set between these purposes. It is therefore up to the Authority in any particular instance to decide on the relative priority of the functions. This makes sense in the context of the Authority's commitment to integrated management. We are always looking for the potential win-win solution, rather than setting our different functions at odds with each other.

In discharging its functions, the Authority has to have to 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 Scottish national park legislation, which has four purposes, and the recent debates in Wales, provides or proposes greater emphasis on the social and economic considerations. It is important that the Authority does not forget this important caveat in the legislation when discharging its functions.

In respect of its navigation area, Section 10 (1) of the Act states that the Authority shall:

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

A new clause Section 10 (2A) inserted by the 2009 Acts states:

The Authority 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.

## Our Core Values

Our five core values help to guide our work. We describe these values as “*Important and enduring beliefs or ideals shared by the staff and members of the Broads Authority about what is good or desirable and what is not. They exert a major influence on our behaviour and serve as broad guidelines in all situations.*” We have been working to simplify the definitions and develop the way the Authority embeds these values in the way it works, and this will continue in 2017.

### **1. Open and Honest**

We are open, honest and inclusive in all our decisions and communications.

### **2. Exemplary**

We strive for excellence in all we do.

### **3. Caring**

We are considerate and respect each other.

### **4. Commitment**

We are committed to making a difference to the Broads for the benefit of everyone.

### **5. Sustainable**

We consider the environmental and financial implications in everything we do.

## National Park Plan

On 23 March 2016 Liz Truss, our Secretary of State, launched an 8-Point Plan for England's National Parks. A copy of the Plan can be found on the Defra website via the following link: <https://www.gov.uk/government/news/new-plan-for-national-parks-gives-every-schoolchild-a-chance-to-visit>. The Plan is heavily focused on our second 'National Park' purpose. The eight areas of activity are as follows:

1. *Connect* young people with nature
2. Create *thriving* natural environments
3. National Parks driving growth in *international tourism*
4. Deliver *new apprenticeships* in National Parks
5. Promote the *best of British food* from National Parks
6. *Everyone's* National Parks

7. *Landscape and heritage* in National Parks

8. *Health and wellbeing* in National Parks

It is not intended that National Park Authorities and the Broads Authority will deliver every element of the Plan; rather, it has been designed to take account of the strengths of individual authorities. The Broads Authority has taken the National Park Plan into account in the development of the new Broads Plan (2017-22) and, with the other authorities, will be reporting to Defra on progress in delivering its aims.

## Review of Last Year

### 1. Broads Plan

Table 1 below shows the Authority's performance in delivering its strategic priorities as at January 2017. One of the major tasks has been progressing the development of a new Broads Plan. As the key strategic management plan for the area, the Broads Plan guides the work of the Authority and other organisations and groups engaged in the management of the area. The plan is reviewed and updated every five years.

We consulted on a first draft Broads Plan 2017-22 in February-April 2016, and on a revised draft Plan in October-December 2016. The results of the latter consultation are currently being analysed and it is intended that the final Plan will be adopted by the Authority in March 2017 and implemented from 1 April 2017.

### 2. Broads Landscape Partnership Scheme: Water, Mills and Marshes

We are making good progress in developing the Broads Landscape Partnership Scheme. This year we have:

- Developed an education, learning and community engagement strategy
- Compiled detailed project plans, programme and budget for 5-year delivery phase
- Undertaken a thorough audit of the development phase of the Scheme with TIAA
- Passed the HLF mid-term review and incorporated HLF grants officer and mentor comments into the Landscape Conservation Action Plan

### 3. Hickling Broad Enhancement Project

We are on target to complete the bank restoration works at The Studio and Churchill's Bay and install silt curtains to vulnerable reed fringes. Dredging is planned to be completed from the entrance to Pleasure Boat Dyke to the Staithe Dyke in the north of the Broad, and the approach to Deep Go Dyke at the eastern end of the Broad.

### 4. Promoting the Broads

#### *Judicial Review*

In January 2015, the Broads Authority resolved to use the term Broads National Park when marketing and promoting the area. This decision was challenged by a local landowner through the process of a Judicial Review. The High Court ruled in the Authority's favour and an application to the Court of Appeal for leave to appeal was refused. This ends a long but very important process in establishing that, not only was the Broads given an equivalent status to that of the national parks in the UK, but also that the Broads Authority can capitalise on that status in using the term 'Broads National Park' when promoting the area.

In cooperation with Broads Tourism, the Authority has produced and distributed a set of Broads National Park branding guidelines, which are being used by local companies in their marketing.

#### *European Charter For Sustainable Tourism in Protected Areas*

The Authority successfully retained its Charter status in December 2016, and adopted its new Sustainable Tourism Strategy in March 2016. A new visitor website to replace the existing Enjoy the Broads site is due for completion in April 2017.

## **5. Stakeholder Action Plan**

The Landscape Partnership Scheme has been, and will continue to be, a major instrument in engaging local people. For the time being it has replaced Local Parish Forums. One of our constituent local authorities has similar ambitions to increase its engagement with parish councils, and there may be scope for hosting joint events. The regular Chief Executive briefings have been well received and will continue in 2017.

Broads Tourism is going from strength to strength, and more opportunities for collaboration with tourism businesses are emerging as a result.

## **6. Integrated flood risk management and 'climate-smart' communities**

The Authority continues to work in partnership with the Environment Agency, Natural England, the National Farmers Union, the local authorities and the University of East Anglia on climate change and flood risk management planning.

Through the Environment Agency, the Broads Climate Partnership jointly commissioned a High Level Review to take an integrated look at previous plans and strategies covering the Broadland rivers and surrounding coast. The aim of the review was to help inform existing plans for current schemes, as well as draw out the medium to longer term issues. The Review's conclusions included the need to take a more joined up approach to flood risk management, and to be aware that current Government policy would require significant local contributions to retain the status quo. The report was shared at a special workshop of the Broads Forum, with invited local councillors and stakeholders. Feedback from the workshop is helping inform the development of a programme to bring together local and national democratic interests and investigate integrated options for flood risk management. The Authority is also working alongside other local initiatives to develop greater awareness about flood risk and resilience and adaptation planning at local community level.

Other major items are as follows:

### **Directorate Work Plans**

Much of the Authority's work is set out in detailed Directorate Work Plans, translated into team and individual targets for the year. We are currently on target to deliver our Directorate Work Programmes on time and within budget, while making savings throughout the year.

### **Tolls Review**

A very large piece of work undertaken last year was a fundamental review of the structure of the tolls system. Seven Members spent a year examining the existing arrangements, testing different options and making recommendations on this important matter. The three principle proposals related to:

- (i) A new set of Guiding Principles;
- (ii) A simple charging structure; and
- (iii) A flexible charging structure.

The Group's proposals were supported by the Navigation Committee at its meeting in October and adopted by the Broads Authority in November.

The most significant change is a move from a calculation based on a fixed plus variable equation to one related purely to the size of the vessel. The net affect of this is that smaller boats, which have been in decline, will see a reduction in their tolls in 2017/18 and larger baots, which have been increasing, will see an increase. 44% of all boats will have a reduced toll in 2017/18.

The Authority has sent a special edition of Broad Sheet to all toll payers setting out the details and rationale for the changes.

### **National Park Partnerships**

An important initiative for the Authority is the Limited Liability Partnership established with the 14 National Park Authorities in the UK. The Mission for the partnership is “to maintain and enhance our National Parks for future generations” with the specific role of creating successful partnerships between the UK Parks and businesses.

The Broads Authority was the first of the authorities to benefit, with a partnership with a major food retailer to support our Broadland catchment work. Other commercial arrangements are under negotiation and we are anticipating major benefits from this collaborative effort.

### **Financial position**

Although we do not yet have the definitive picture in terms of the outturn from 2016/17 income and expenditure, it appears that a combination of increased income and managing our expenditure means that income marginally exceeds expenditure and we have healthy reserves. For Navigation Reserves this a particularly good outcome, as it will put them just at the 10% of expenditure minimum we have been seeking to reinstate and will hope to maintain. We are therefore well placed in terms of facing the challenges for the coming year.

### **Benchmarking Study**

The Authority's Financial, Scrutiny and Audit Committee has advocated the need for the Authority to benchmark its back office costs. Officers have been pressing this idea with the National Park Authorities and good progress has been made.

A benchmarking study has been commissioned by the Brecon Beacons National Park Authority and Pembrokeshire Coast National Park Authority as part of their internal audit plan for 2016/17, as the two Authorities were also interested in gaining an understanding of how their back office support costs compared with peers within the sector.

Business consultants Gateway Assure have carried out the work, collecting income and expenditure information for 2015/16 from the 15 Authorities on the following areas: Grant income, non-Grant income, governance, outsourcing, finance, human resources, technology, communications and legal.

Officers will report the results to the Authority's Financial Scrutiny and Audit Committee (FSAC) in due course.

**Strategic Priorities 2016/17 Progress Report – update January 2017**1. Broads Plan Review

Review and update the Broads Plan, the strategic management plan for the Broads. Work with partners, local communities and other stakeholders to assess achievements (Broads Plan 2011) and set aspirational strategy for 2017-22.

2. Broads Landscape Partnership Scheme: Water, Mills and Marshes

Implement development stage of Broads Landscape Partnership Scheme (LPS), including production of Landscape Conservation Action Plan (LCAP), and prepare second stage application to Heritage Lottery Fund.

3. Hickling Broad Enhancement Project

Develop a long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review. In the short term, progress development of a number of smaller projects to meet immediate concerns.

4. Promoting the Broads

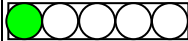
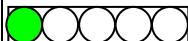




Produce and implement Broads National Park branding guidelines.

5. Stakeholder Action Plan

Implement multiple actions in response to the issues identified in the 2014 stakeholder surveys of hire boat operators, private boat owners, residents and visitors.

6. Integrated flood risk management and 'climate-smart' communities

Support EA review of short-term flood risk management strategy towards developing a longer-term integrated strategy for the coast and Broads. Develop approaches to climate adaptation planning and action within protected landscapes for local communities and visitors.

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
1	<b>Broads Plan review</b>	Consult on revised draft Broads Plan 2017 by end Jul-October 2016 (min. 8 weeks)	Revised draft Broads Plan out to public consultation from 17 Oct-30 December 2016.	★ 	Maria Conti
		Adopt final plan Mar 2017; implement Apr 2017			
2	<b>Broads Landscape Partnership Scheme: Water, Mills and Marshes</b>	Hold 'drop in' events in Apr/May/Nov 2016 in Landscape Partnership Scheme area	Partner and stakeholder workshop held in July attended by 50 organisations.		Will Burchnall
		Hold partner/stakeholder LPS events by end Jul 2016			
		Landscape Conservation Action Plan (LCAP):	A successful mid-term review with the HLF too place in November 2016.	★	
		<ul style="list-style-type: none"> <li>• Submit draft LCAP to LPS Board by end Nov 2016</li> <li>• Carry out LCAP consultation in Dec 2016/ Jan 2017</li> <li>• Submit final draft LCAP to LPS Board in Mar 2017</li> <li>• Submit LCAP and second stage HLF application by May 2017</li> </ul>	<p>The consultation on the Landscape Character Assessment is underway.</p> <p>The 42 projects to be delivered by the LPS have been costed and programmed. Additional consultancy work has been completed to test education strategy, develop heritage skills training group and award schemes with construction industry training board.</p>	  	
3	<b>Hickling Broad Enhancement Project</b>	Submit planning application for Stage 2 in Apr 2016	Application submitted and approved.	★	Trudi Wakelin
		Start Phase 2 construction in Nov 2016	Work underway.	★	
		Develop full funding application for CANAPE (Creating a new approach for peatland ecosystems) project by Jan 2017	Expression of Interest approved. Development of full application underway. Submission deadline 31 Jan 2017.		
4	<b>Promoting the Broads</b>	Review outcome of Judicial Review (Apr 2016)	Branding guidelines developed by BA and Broads Tourism Marketing Group. BA guidelines disseminated. Clothing with National Park branding ordered.	★	Lorna Marsh

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
5	<b>Stakeholder Action Plan</b>	Send regular updates from Chief Executive to Parish Clerks and other stakeholder groups	Regular Chief Executive forwarded to parish clerks. Formal branding of Chief Executive communications still in development.		Lorna Marsh
		Hold min x2 issue/project focused Parish Forums: <ul style="list-style-type: none"> <li>Waveney/Yare in Apr/May and Nov 2016 - Landscape Partnership Scheme (LPS)</li> <li>Ant/Bure or Thurne/Bure in Sept/Oct 2016 (Hickling project or flood risk mgt strategy)</li> </ul>	Parish forums not held; however a LPS partner workshop was held in July and a flood risk management workshop (special meeting of Broads Forum and other invitees) in November.		Maria Conti/ Will Burchnell
		Provide updates on activities to promote area to Broads Tourism and to BA as part of biannual Broads Plan/ BA strategic priorities reporting	BA strategic priorities updates provided. Tourism Strategy Annual Action Plan updates provided by Broads Tourism Marketing Group to monthly BT executive meetings.		Lorna Marsh
6	<b>Integrated flood risk management and 'climate-smart' communities</b>	Report on outcome of EA high level review to Broads Forum and BA by Autumn 2016	Report taken to special Broads Forum mtg 3 Nov; results reported to BA at this meeting		Simon Hooton
		Identify next steps to engage public on flood risk management and saline incursion issues - by Dec 2016	Analysis of response to High Level Review will inform next steps. In the meantime, pilot work started in Broadland on helping communities build in adaptation thinking to resilience plans.		
		Report on engagement and adaptation planning process to Broads Forum and BA - Autumn 2016 and Spring 2017			
		Establish core group and prepare external funding bid for climate interpretation in protected landscapes. Submit bid by end 2016.	Pilot project plans reviewed by internal BA process (Oct); feedback used to refine pilot ideas.		

Key	Progress	Key	Progress
	Project completed		Unlikely project will be delivered on time, significant worries
	Project on track, no causes for concern		Project will not be delivered on time, major concerns
	Good progress, some challenges in delivery		Direction of progress since last meeting
	Project timetable slipping, plan in place to address concerns		

## Financial Strategy 2017/18 – 2019/20

In recent years, the Broads Authority has been operating within a wider financial environment that has required it to make some difficult decisions about service levels, and challenging reductions in support services.

The Authority's guiding principles in setting the Financial Strategy up to 2019/20 are to:

- minimise the impact on staff;
- protect front-line services; and
- continue with an integrated approach to the management of the Broads

It also seeks to mitigate the impact of the following:

- the continued reduction to the Hire Boat Fleet
- resourcing the Asset Management Plan
- increases to staff pension costs
- the Apprenticeship Levy introduction from April 2017

With three years remaining from the four-year National Park Grant settlement, the Authority can confidently plan for this period. While National Park income and expenditure is operating at a deficit over the next three years, the financial position remains sustainable due to the reserves continuing to be in excess of the minimum. There are many areas of expenditure the Authority would like to increase, but it will need to remain prudent in adding any additional revenue expenditure. There is therefore the potential to look for additional one-off expenditure to deliver National Park purposes. It is suggested that the careful use of reserves should be aligned with the delivery of the new Broads Plan over five years.

The financial position regarding navigation income is more uncertain. The Financial Strategy takes account of a predicted reduction in the number of hire boats, but this may be an underestimate for 2017/18 and the position will not be clear until later in the year. The impact of the implementation of any proposals from the current Tolls Review is also unknown.

The Authority's Financial Strategy for the period 2017/18 – 2019/20 is found in the following link, with summary information for 2017/18 provided below and in the annual work plans.

*(LINK TO BE INSERTED FOLLOWING APPROVAL OF BUDGET)*

	<b>2017/18</b>		
	<b>National Park</b>	<b>Navigation</b>	<b>Consolidated</b>
<b>Income</b>	(3,307,095)	(3,179,500)	(6,486,595)
<b>Operations</b>	1,070,988	2,192,868	3,263,855
<b>Planning &amp; Resources</b>	1,925,013	789,125	2,714,138
<b>Chief Executive</b>	306,959	166,021	472,980
<b>Corporate items</b>	46,080	30,720	76,800
<b>(Surplus)/Deficit</b>	<b>41,944</b>	<b>(766)</b>	<b>41,178</b>

## Strategic Priorities for 2017/18




The Authority sets a small number of 'Strategic Priorities' each year. These priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. The priorities help target resources and make the most of partnership working and external funding opportunities. Progress is reported in the Strategic Direction report at each Broads Authority meeting.




A Member Workshop was held on 8 December on the Authority's future strategic priorities in the context of the next Broads Plan (2017-22). Members looked at the Authority's financial position and considered a number of challenges and potentially important projects. Some of the issues identified as important last year had progressed to the point that, while still important, were no longer a strategic priority. For example on the river Chet, there is now an agreed way forward and work is underway to stabilise the bank by the removal of and management of trees. Another issue, the windmills at How Hill, was still of concern, but any action by the Authority will need to await the development of skills and a labour force to support their repair, which will be part of the Broads Landscape Partnership Scheme 'Water, Mills and Marshes'.

The workshop helped to identify that the Authority already has a number of significant projects that committed most of its existing resource, and that this would continue into 2017/18, meaning there would be little scope for additional work. However, Members gave some clear indication of priorities, including sourcing additional external funding and building the reputation of the Authority. These have been included in the **Draft Strategic Priorities for 2017/18**, which are set out in Table 2 below. While work to deliver these priorities will formally start in April 2017, all of them are already under way to a greater or lesser extent.

# DRAFT Strategic Priorities for 2017/18

Table 2

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
1	<b>Integrated flood risk management</b>	<p>Raise profile for the urgency to develop an integrated approach to flood risk and win support for a way forward from local politicians</p> <p>March 2017 – Meeting with MPs in London</p> <p>June 2017 – Meeting with local authority Leaders</p> <p>Spring/Summer – Visit from Defra Minister</p>			Simon Hooton supported by John Packman
2	<b>Catchment management</b>	<p>Deliver tangible outcomes from sponsored project for Tesco</p> <p>Hold initial meeting with Broads farmers to gauge interest in a tailored Broads solution for agri-environment payments post-Brexit in February 2017</p> <p>If substantial progress made, follow up with briefing for Defra Ministers as appropriate on the issues particular to the Broads</p>			Andrea Long supported by Neil Punchedard with John Packman and Andrea Kelly
3	<b>Broads Landscape Partnership Scheme</b>	<p>Successful LPS Project</p> <p>Submit Landscape Conservation Action Plan and second stage HLF application by May 2017</p> <p>Approval gained – decision expected in November 2017</p> <p>Project delivery started – from 1 January 2018</p>			Will Burchnell supported by Andrea Long as Chair of the Partnership

Broads Authority strategic priorities 2017/18					
	Project	Milestones	Progress	Status	Contact
4	<b>Hickling Broad Enhancement Project</b>	<p>Continue implementation of the Hickling Vision</p> <p>Construction Work – next phase of priority dredging from the navigation channel and land spreading to adjacent land.</p> <p>Win additional resources for delivery and in particular - decision on CANAPE bid expected June 2017</p> <p>Start CANAPE implementation if successful in January 2018</p>			<p>Director of Operations with support from Emma Krelle and Andrea Kelly on CANAPE</p>
5	<b>External funding</b>	<p>Develop a medium-term strategy for external funding and the development of commercial opportunities to support delivery of Broads Plan</p> <p>January 2017 – BA approval for project</p> <p>February 2017 – Establish Member Group</p> <p>Draft Strategy to Broads Authority meeting in September 2017</p>			<p>John Packman supported by Lorna Marsh and Simon Hooton</p>
6	<b>Marketing, promotion and media relations</b>	<p>Raise profile, awareness and reputation of the Broads National Park and the Broads Authority</p> <p>Proactive media around Authority's successes</p> <p>Proactive digital communications</p> <p>Norfolk Show</p> <p>Signage Strategy</p>			<p>Lorna Marsh supported by John Packman</p>

## Annual Work Plans

### Chief Executive's Group

The Chief Executive's Group is small, with just eight people including the Chief Executive. It covers three areas: Solicitor and Monitoring Officer, Human Resources, and Governance. These roles support the rest of the organisation, with a particular emphasis on Members and staff.

The main challenges the Chief Executive will be engaged in the coming year are:

- The long-term challenges for the Broads – including integrated flood risk management, and the impact of post-Brexit
- The need to raise the profile of the area and the reputation of the organisation through the implementation of the new branding of the area and a more proactive approach to the media
- Winning external funding to support our ambitious new Broads Plan through the Broads Landscape Partnership Scheme, engagement with the commercial sector, the CANAPE bid and the development of a medium-term funding strategy

Close working with the 14 National Park Authorities through National Park Partnerships will provide opportunities to raise the profile of the Broads on a wider stage. Working with the nine English National Parks will be important in engaging at a senior level within Government on the key issues of agri-environment and environmental protection after the UK's departure from the European Union.

Key tasks for the coming year for the Solicitor and Monitoring Officer include: Reviewing the ethics of the Authority's governance to ensure compliance with the Localism Act and Openness of Government Bodies Regulations 2014; redrafting the Standing and completing the Members' Handbook; running a desktop exercise on the Business Continuity Plan. There will be a number of formal re-tendering exercises relating to contracts concerning Yare House, and a review of the vehicle procurement strategy including the option for the outright purchase of second hand vehicles. We also need to look at options available to the Authority to share legal services with other organisations or sell our legal services through a Framework arrangement. We will need to look at the most cost effective on-line legal resource appropriate to the Authority's needs.

The HR Team will be working with Directors, Managers and members of staff to embed the Authority's core values in all aspects of its work. They will be carrying out the second stage of the comprehensive review of HR policies, associated practices and documentation and developing a People Strategy to look ahead at the issues around its most important resource - its staff. They will also continue to support the second intake of apprentices, and the equality working group which will begin in April.

The Governance Team will continue to support the Committees, working groups and Members. One challenge will be responding to Members' decisions on the potential for audio/video recording of meetings.

<b>Expenditure summary for CE Group</b>	<b>2017/18</b>		
Item by section	National Park Grant	Navigation	Consolidated
CE Management/ admin	67,059	43,911	110,970
HR and Staff training	77,048	53,542	130,590
Legal	79,477	27,503	106,980
Governance	50,679	24,961	75,640
Members	32,696	16,104	48,800
Total	306,959	166,021	472,980

<b>Chief Executive's Group Summary</b>	
<b>Work area</b>	<b>Priority actions</b>
Long-term challenges – integrated flood risk management; post-Brexit implications for agri-environment and environmental protection	Engage with local MPs, Leaders and Chief Executives of local authorities on flood risk; work with English National Park Authorities and local farmers and landowners on post-Brexit issues.
Promotion of the Area and proactive media to raise awareness and reputation of the organisation	Branding of the area, implementation of more proactive news management and greater involvement with social media
External funding	National Park Partnerships, Landscape Partnership, CANAPE and development of medium term strategy with members.
Provide leadership to the Authority, using key indicators and stakeholder feedback to drive service development	Monitor Authority performance, reporting to the Authority progress with the annual Strategic Priorities, Audit recommendations, Strategic Risk Register, etc.
Provide Human Resources service that ensures an effective staff team and strategic organisational development	Complete review of all HR policies
	Carry out Investor in People assessment
	Develop People Strategy
	Manage payroll
Deliver efficient and effective legal services to support the work of the Authority	Oversee legal services provided to the Authority by Norfolk County Council, including conveyance and property services; legal notices; preparation of agreements under s.106 of the Town and Country Planning Act 1990 etc
	Tender for external legal support in appropriate areas
	Review the ethics of the Authority's governance to ensure compliance with the Localism Act and Openness of Government Bodies Regulations 2014. Redraft the Standing and to complete the Members' Handbook. Desktop exercise in relation to the Business Continuity Plan. Look at options available to the Authority in sharing legal services with other organisations or selling our legal services through a Framework arrangement. Look at the most cost

	effective on-line legal resource appropriate to the Authority's needs.
	Respond to all requests made under the Freedom of Information Act within statutory timescales
	Respond to all complaints made about the Authority's policies or activities within Complaints Policy stated timescales
Provide support to Authority Members, including: Arranging all statutory meetings; ensuring that the necessary notices are displayed and that papers are in the public domain within statutory requirements; providing meeting agendas and reports of meetings; and implementing the Scheme of Members' Allowances	Ensure governance arrangements of the Broads Authority are well managed and transparent with Code of Conduct policies and practices adopted by other authorities reviewed against those in use at the Authority.
	Investigate feasibility of audio/video recording of Authority meetings
	Provide an efficient administrative support service including project support, mailings, creation and upkeep of databases, minute taking, and file/record keeping

## Operations Directorate

Decisions about operational priorities are informed by a number of strategic documents, including the Asset Management Strategy and Integrated Access Strategy, and by evidence from regular surveys and condition monitoring to ensure that our facilities are safe and usable.

Operational activity for the Construction, Maintenance and Environment team for 2017/18 is apportioned at 70% Navigation / 30% National Park (20% conservation and 10% recreation work). This apportionment is reflected within the budget, and has led the development of the work programme.

Ranger team apportionment remains at 60% Navigation 40% National Park. This reflects the contributions made by the Ranger services in delivering events and education activities and managing the countryside sites that form part of the essential tourism infrastructure in the Broads. It includes the delivery of the Whitlingham Country Park Service Level Agreement with Whitlingham Charitable Trust. Ranger team work plans are agreed at area level, and priorities are refined subject to area specific issues, e.g. specific recreational uses.

Alongside leading on the Hickling Broad enhancement/ CANAPE project [BA Strategic Priority 4], additional issues to be considered this year include:

- Review the Ranger Service to confirm priority activities and appropriate targets, and investigate alternative vessels
- Complete additional adjacent waters surveys, along with increased tolls check events to monitor toll compliance as part of the extended trial of a paperless tolls system
- Work with Network Rail on their developing options for the upgrading of the London to Norwich railway line.

It is also hoped that the transfer of Mutford Lock will be finally completed this year, subject to a successful Harbour Revision Order, and that the outstanding issues with the review of the Hire Boat Code will also be concluded, leading to updated and consistent licensing conditions for all hire boats.

Regular monitoring of Operations work activity is reported to each Navigation Committee. This includes reports that identify progress against the construction and maintenance work programme, and details of Ranger activity to include all exercises of statutory powers. The development of plans, projects, strategies and budgets are also subject to consultation with the Navigation Committee prior to adoption by the full Authority.

Expenditure summary for Ops	2017/18		
	National Park Grant	Navigation	Consolidated
Item by section			
CME	607,988	1,464,852	2,072,840
Rangers	252,516	446,274	698,790
Safety	43,919	75,671	119,590
Assets	47,623	72,267	119,890
Management/ admin/ operational property	118,941	133,804	252,745
Total	1,070,988	2,192,868	3,263,855

The table below provides a summary of work to be completed and identifies the relevant Broads Plan objectives (highlighted in bold). The full Operations work plan is available on the Broads Authority intranet.

<b>Operations Directorate Summary</b>	
<b>Work area</b> (Broads Plan ref)	<b>Priority actions</b>
Carry out lake restoration, maintenance and enhancement works, incl. bio-manipulation, and use evidence to trial, monitor and implement further innovative restoration techniques (ref 2.1)	To deliver the next stages of the Hickling Vision, through the CANAPE project and ongoing work programme, by undertaking win-win beneficial reuse of dredged material projects and working with the stakeholder groups.
Implement, promote and monitor measures to maintain and improve safety and security for the navigation and boats (ref 4.3)	Review the Ranger Service to ensure we are providing an efficient and effective service for our customers which reflects agreed priorities
	Extend the roll out electronic condition monitoring system across the Broads area to include furniture and tree surveys, and allow for targeted maintenance according to priority
	Ensure that facilities, including moorings and countryside sites provided by the Broads Authority, meet modern standards and are safe and well maintained, with regular checking and management.
	Work with partners to develop and implement the updated Hire Boat Code via local licencing conditions, and continue to administer the Hire boat licencing scheme and compliance with the Boat Safety Scheme
	Develop the use of social media by the Ranger Service and in particular Broads Control, to provide timely and up to date safety and other information to our customers
Implement dredging regimes in accordance with defined waterways specifications and seek resources/ legislation to accelerate removal of sediment in the Broads system (ref 3.1)	Undertake a programme of dredging projects to remove at least 50,000m <sup>3</sup> from the navigation at key sites, including the Hickling Enhancement/ CANAPE project and the first year of the draft 5-year dredging programme agreed by Members at Dec 2016 Navigation Committee.
Develop and implement schemes to upgrade and improve the network of physical access points and routes, linked to visitor facilities, including access opportunities for people with mobility and sensory needs (ref 7.1)	Complete a programme of moorings maintenance to include repiling Hoveton Viaduct moorings and develop new moorings at Rockland Short Dyke and Berney Mill
	Manage risk to members of the public and members of staff, including development of health and safety policies, adopting management practices and completing monitoring checks.
	Ensure all practical works completed are to Standard Environmental Operating Procedures, with regular review of best practice and supporting environmental data.

Implement measures to improve the network provision of riverside facilities, incl. refuse and recycling services, electric power points, water and pump out (ref 7.2)	Extend the electric charging point network with a new site at Neatishead, and investigate the feasibility of solar powered charging points for use in rural locations
Offer a flexible range of practical organisation/ community lead volunteering programmes, events and training, and establish longer term succession strategy (ref 10.2)	Continue to provide work experience placements for school children and Easton College students alongside volunteering opportunities, working to support the maintenance team in the management of facilities and conservation areas.
	Maintain and support the Ranger volunteers to enhance the work of the Ranger Service and look to increase the opportunities for community engagement, e.g. ad hoc volunteering work parties
	Expand the community based Ranger volunteering opportunities to target local priorities and engagement
Maintain existing areas of priority fen, reed bed and wet grassland by promoting and implementing tailored site management agreements and prescriptions and offering support services to site manager (ref 2.3)	Develop awareness of the Authority's specialist fen management capabilities and review the potential for taking on any new fen site management agreements or contractual work
	Complete annual programme of conservation activity as required by HLS and other management agreements
	Undertake regular environmental monitoring to improve our understanding of site conditions and assess the impact of management actions, including the annual water plant surveys, fen plant surveys and site specific species checks.
Define, implement and monitor management regimes for priority species and control programmes and awareness campaigns for invasive non-native species (ref 2.4)	Prioritise the Authority's control of invasive, non-native species to where impacts to biodiversity and/or recreation are greatest.
Manage land and property to optimise the performance of the Authority's estate.	Renew the Operating Agreement and Service Level Agreement for the ongoing operation of Mutford Lock.
	Review the Asset Management Strategy and assess the relevance of Authority's land ownership
Maintain existing navigation water space and develop appropriate opportunities to expand or extend access for various types of craft (ref 4.1)	Work with Network Rail on their developing options for the upgrading of the London to Norwich railway line, and long term strategy for Reedham and Somerleyton bridges.

## Planning and Resources Directorate

A number of Planning and Resources priority work areas are recognised in the Strategic Priorities for 2017/18, including the development of the Broads Landscape Partnership Scheme Stage 2 bid, promoting the Broads via agreed branding guidelines, and supporting activities to contribute to CANAPE. Integrated flood risk management and building 'climate-smart' communities has also been adopted as a Strategic Priority for 2017/18, which will involve providing support to the Environment Agency.

A number of guidance level strategies were reviewed during 2016-17. These include the Volunteer Strategy and the Education Strategy, which are closely related. The strategies for 2017-22 will be implemented from April 2017, pending Members' approval.

There will be further work to deliver the key objectives of the Sustainable Tourism Strategy, and the Integrated Access Strategy revised Action Plan, following its adoption by the Broads Local Access Forum in September 2016.

The review of the Broads Local Plan is ongoing, with consultation on Preferred Options taking place in early 2017. Subsequent stages, including publication and submission to the Secretary of State, are expected to take place in Autumn 2017. Planning performance statistics will be reported to Planning Committee on a quarterly basis and to the Department for Communities and Local Government. It should be noted that the Government has made changes to its national indicators, introducing qualitative as well as quantitative indicators.

The trial of a paperless tolls system will be monitored in terms of compliance and income. Support will be ongoing for the Tolls Working Group in terms of preparing data and statistics.

<b>Expenditure summary for Planning and Resources</b>	<b>2017/18</b>		
	National Park	Navigation	Consolidated
Item by section			
Planning	255,770		255,770
Communications inc TICs and Yacht Stations	385,822	156,578	542,400
Strategy and Projects	582,510	101,365	683,875
Finance and Insurance	176,840	164,840	341,680
ICT	204,256	100,604	304,860
Tolls		128,550	128,550
Management/ admin / Yare House	320,315	137,188	457,503
Total	1,925,013	789,125	2,714,138

The table below provides a summary of work to be completed. The full Planning and Resources work plan is available on the Authority's intranet.

## Planning and Resources Directorate Summary

Work area	Priority actions
Planning	Determine planning applications within the national timeliness targets and provide a good service to applicants, and continue to provide free pre-application planning advice
	Broads Local Plan: Consult on Preferred Options and develop Publication Version for submission to Secretary of State, working to provide an updated set of planning policies to help guide development for the next 20 years
	Investigate alleged breaches of Planning and Listed Building Consent including condition and s106 monitoring, and resolve breaches of control through appropriate actions dependent on circumstances including negotiations, submission of applications and, where necessary, the serving of enforcement and other notices
	Hold Annual Members Design Tour and continue member training sessions
	Implement Service Improvements including annual Customer Satisfaction Survey, revise procedures for consultation, advertise and adopt Enforcement Plan
Communications	Produce and implement Broads National Park branding guidelines [BA Strategic Priority 1]
	Through Tourist Information Centres and Yacht Stations, provide a range of information and interpretation about the Broads and how to enjoy its special qualities.
	Provide and promote talks, walks, events and activities that offer a range of opportunities for people to experience the special qualities of the Broads
	Provide a presence at shows and events in partnership where appropriate, including the Norfolk Show / Outdoors Festival
	Provide a communications service to achieve coverage of news, events, festivals and opportunities for involvement and enjoyment in newspapers, on radio, TV and social media, and to raise public awareness of the Broads by seeking national coverage of the Broads on TV and in magazines and periodicals
	Produce and circulate the Broadcaster and Broadsheet newsletters
	Implement Education Strategy 2017-22
	Implement Sustainable Tourism Strategy
	Review Communications Strategy ?
Strategy and Projects	Implement Volunteer Strategy 2017-22
	Implement 'climate-smart' Priority Actions [BA Strategic Priority]
	Continue Barn owl Project
	Progress Wet Grassland Partnership Project
	Undertake Fen Survey
	Implement revised Action Plan for Integrated Access Strategy.

(Strategy and Projects)	Contribute to the adoption and implementation of the River Wensum Strategy
	Continue implementation of Broadland Rivers Catchment Plan including Slow the Flow project; increase Farmer Liaison through new externally funded officer
	Develop Landscape Partnership Scheme Second Round bid in line with Strategic Priorities [BA Strategic Priority 1]
	Continue to prepare, consult on and adopt Conservation Area Appraisals for Stalham Staithe and Somerton
	Host National Park Historic Environment Officers Conference in the Broads in May 2017.
Finance	End of year accounts, including Whitlingham Charitable Trust (WCT)
	Monthly financial monitoring reports, including WCT
	Internal and external audits management, including WCT Government returns for DCLG, CIPFA & HMRC
	3-year Financial Strategy Treasury Management
ICT	Continue Document Management System project and roll out
	Corporate priority projects: Asset Management, Tolls System upgrades, upgrade for planning system and Local Plan mapping
	Carry out hardware projects including server upgrades
	Implement Audit recommendations
Tolls	Continue to monitor toll compliance as part of paperless tolls system
	Continue Collection of Toll Income and processing of payments
	Prepare potential prosecutions

**Strategic Priorities 2016/17 - Update**  
Report by Chief Executive

**Summary:** This report sets out progress in implementing the Authority's Strategic Priorities for 2016/17.

**Recommendation:** That the updates be noted (Appendix 1).

**1 Progress on Strategic Priorities 2016/17**

- 1.1 Each year, the Broads Authority identifies a small set of strategic priorities. These priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. The strategic priorities help us to target our resources and to make the most of partnership working and external funding opportunities.
- 1.2 Alongside these priorities, and as resources allow, the Authority will continue to work with partners and local communities to deliver wider Broads Plan actions and routine works.
- 1.3 The latest progress on the Authority's Strategic Priorities for 2016/17 is outlined in Appendix 1.

Background papers: None

Author: Maria Conti

Date of report: 11 January 2017

Broads Plan Objectives: Multiple

Appendices: APPENDIX 1: Strategic Priorities 2016/17

## Strategic Priorities 2016/17

### 1. Broads Plan Review

Review and update the Broads Plan, the strategic management plan for the Broads. Work with partners, local communities and other stakeholders to assess achievements (Broads Plan 2011) and set aspirational strategy for 2017-22.

### 2. Broads Landscape Partnership Scheme: Water, Mills and Marshes

Implement development stage of Broads Landscape Partnership Scheme (LPS), including production of Landscape Conservation Action Plan (LCAP), and prepare second stage application to Heritage Lottery Fund.

### 3. Hickling Broad Enhancement Project

Develop a long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review. In the short term, progress development of a number of smaller projects to meet immediate concerns.

### 4. Promoting the Broads



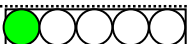
Produce and implement Broads National Park branding guidelines.






### 5. Stakeholder Action Plan

Implement multiple actions in response to the issues identified in the 2014 stakeholder surveys of hire boat operators, private boat owners, residents and visitors.

### 6. Integrated flood risk management and 'climate-smart' communities

Support EA review of short-term flood risk management strategy towards developing a longer-term integrated strategy for the coast and Broads. Develop approaches to climate adaptation planning and action within protected landscapes for local communities and visitors.

Broads Authority strategic priorities 2016/17					
	Projects	Milestones	Progress	Status	Contacts
1	<b>Broads Plan review</b>	Consult on revised draft Broads Plan 2017 by <del>end Jul</del> October 2016 (min. 8 weeks)  Adopt final plan Mar 2017 Implement plan from Apr 2017	11 week public consultation on revised draft Broads Plan completed. Representations being considered and final plan being prepared, including preliminary design work. Final draft plan to be submitted to BA in Mar 2017.	★ 	Maria Conti
2	<b>Broads Landscape Partnership Scheme: Water, Mills and Marshes</b>	Hold 'drop in' events in Apr/May/Nov 2016 in Landscape Partnership Scheme (LPS) area Hold partner/stakeholder LPS events by end Jul 2016	Drop in events and stakeholder workshop completed. Feedback from attendees incorporated into Landscape Conservation Action Plan (LCAP) and LPS project plans.	★	Will Burchnell
		Prepare Landscape Conservation Action Plan (LCAP): <ul style="list-style-type: none"> <li>Submit draft LCAP to LPS Board by end Nov 2016</li> <li>Carry out LCAP consultation in Dec 2016/ Jan 2017</li> <li>Submit final draft LCAP to LPS Board in Mar 2017</li> <li>Submit LCAP and second stage Heritage Lottery Fund (HLF) application by May 2017</li> </ul>	HLF pleased with progress at mid-term review. LCAP first draft approved by LPS Board. Consultation comments and amendments to be included in second draft by end Feb 2017. 'Water, Mills and Marshes' logo, brand guidelines and website design underway by Norwich University of Art. Due for completion by end Jan 2017. Second round HLF application underway.	★ 	
3	<b>Hickling Broad Enhancement Project</b>	Submit planning application for Stage 2 in Apr 2016	Planning permission granted	★	Trudi Wakelin
		Start Phase 2 construction in Nov 2016	Construction underway	★	
		Develop full funding application for CANAPE (Creating A New Approach for Peatland Ecosystems) project by Jan 2017	Funding application developed and approval for submission on BA agenda. Application deadline 31 Jan 2017.		

Broads Authority strategic priorities 2016/17					
	Projects	Milestones	Progress	Status	Contacts
4	<b>Promoting the Broads</b>	Review outcome of Judicial Review (Apr 2016)	Branding guidelines developed and disseminated by BA and Broads Tourism Marketing Group. JR application for leave to appeal the High Court's decisions refused by the Court of Appeal. Clothing with National Park branding on order. Wider signage strategy to be developed 2017/18.	 	Lorna Marsh
5	<b>Stakeholder Action Plan</b>	Send regular updates from Chief Executive (CEO) to Parish Clerks and other stakeholder groups	Regular CEO updates ongoing and sent to Parish Clerks. Formal branding of CEO communications in progress.  Plan in progress to redesign Annual Report as annual residents' newsletter (via parish clerks) and produce alongside 2016/17 annual report.		Lorna Marsh
		Hold min x2 issue/project focused Parish Forums: <ul style="list-style-type: none"> <li>• Waveney/Yare in Apr/May and Nov 2016 - Landscape Partnership Scheme (LPS)</li> <li>• Ant/Bure or Thurne/Bure in Sept/Oct 2016 (Hickling project or flood risk mgt strategy)</li> </ul>	Potential theme-focused Parish Forums for 2017 to be considered. LPS partner workshop held July 2016 and flood risk management workshop (special meeting of Broads Forum and other invitees) in Nov 2016. 'Drop in' sessions on draft Broads Local Plan held at Horning (Dec 2016) and Oulton (Jan 2017) and planned for Loddon on 19 Jan 2017.		Maria Conti/ Will Burchnell
		Provide updates on activities to promote area to Broads Tourism and to BA as part of biannual Broads Plan/ BA strategic priorities reporting	BA strategic priorities updates provided. Tourism Strategy Annual Action Plan updates provided by Broads Tourism Marketing Group to monthly Broads Tourism executive meetings.		Lorna Marsh

Broads Authority strategic priorities 2016/17					
	Projects	Milestones	Progress	Status	Contacts
6	<b>Integrated flood risk management and 'climate- smart' communities</b>	Report on outcome of EA high level review to Broads Forum and BA by Autumn 2016	Report taken to special meeting of Broads Forum 3 Nov 2016 and results reported to BA.	★	Simon Hooton
		Identify next steps to engage public on flood risk management and saline incursion issues - by Dec 2016	Broads Climate Partnership outlined priority to establish effective governance process and scope next steps. Further work planned to take draft ideas to local authorities and key stakeholders in next quarter.	●○○○○○	
		Report on engagement and adaptation planning process to Broads Forum and BA - Autumn 2016 and Spring 2017		●○○○○○	
		Establish core group and prepare external funding bid for climate interpretation in protected landscapes; submit bid by end 2016.	Strengthening evidence on processes to follow to support funding bids. Submissions now likely to be Mar 2017 or later.	○○●○○○ ←	

Key	Progress	Key	Progress
★	Project completed	○○○○●○	Unlikely project will be delivered on time, significant worries
●○○○○○	Project on track, no causes for concern	○○○○●○	Project will not be delivered on time; major concerns
○○●○○○	Good progress, some challenges in delivery	→	Forward progress since last meeting
○○○●○○	Project timetable slipping, plan in place to address concerns	←	Backward progress since last meeting

**Budget 2017/18 and Financial Strategy to 2019/20**

Report by Head of Finance

**Summary:** This report sets out information for the Authority to consider the consolidated income and expenditure budget for 2017/18 and a three year Financial Strategy to 2019/20. The latter is based on the previous four-year settlement for National Park Grant until 2019/20, the adopted overall 2.7% increase in navigation charges for 2017/18 and an assumption of 2.5% per annum increase in the subsequent two years.

**Recommendations to adopt:**

- (i) the 2017/18 Budget and endorses the assumptions made applied in the preparation of the Budget.
- (ii) the Earmarked Reserves Strategy for the period 2017/18 to 2019/20, and the proposed contributions to and from Earmarked Reserves for the period 2017/18 to 2019/20.
- (iii) the additional contribution to reserves as set out in paragraphs 13.4 and 14.1 following the Asset Management buildings and launch review.

**1 Introduction**

1.1 An outline of the draft budget for 2017/18 was presented to the Authority at its meeting of 18 November 2016 in order to inform the proposed tolls structure for 2017/18. Following the Authority's decision to adopt the new tolls structure and apply an overall increase in tolls of 2.7%, this report now sets out an updated draft budget for 2017/18 alongside a draft Financial Strategy to 2019/20.

1.2 The views of the Navigation Committee were sought to inform preparation of this final draft budget at the Committee's meeting of 15 December 2016.

**2 Overview of 2016/17 Forecast Outturn**

2.1 Members will recall that the original budget provided for a small deficit of £10,347, as approved by members on 18 March 2016. This original budget has subsequently been adjusted for the carry forwards giving a latest available budget (LAB) deficit of £36,378.

2.2 The current predictions for income in 2016/17 are for an overall decrease of £27,535. This incorporates a reduction in hire boat income of approximately

£25,158, offset by a small increase for private craft and a decrease in interest income.

- 2.3 Expenditure is lower than budgeted due to a number of savings identified in various budgets which mean that the overall forecast outturn position for 2016/17 anticipates a surplus in the consolidated budget of £6,122 (a favourable variance of £42,500 to the LAB). This would result in an overall consolidated reserve balance of approximately £1,384,000 at the end of the year, and £1,376,000 after year-end adjustments, which is in excess of the minimum recommended level for National Park. This will mean that the Navigation reserve will be exactly at the recommended level of 10%. These balances provide the Authority with some level of protection against likely costs in subsequent years. Within the total consolidated balance, the forecast navigation balance after year-end adjustments is £311,000. The budget takes into account the forecast outturn position and continues to maintain the navigation reserve just below 10% (9.7% 17/18, 9.3% 18/19 and 9.7% 19/20).

### **3 2017/18 Budget Proposals**

- 3.1 The draft budget for the Authority is set out in Appendix 1, alongside the financial strategy to 2019/20 to provide context. The format of the budget is in line with the monitoring presented to Authority through the financial year and reflects the Authority's organisational structure.
- 3.2 In line with the previously reported financial strategy, the draft budget takes account of the following four key factors:
1. Continued reductions to the Hire Boat Fleet
  2. Resourcing the Asset Management Plan
  3. Changes to Pension Costs
  4. The Apprenticeship Levy being introduced from April 2017
- 3.3 Total core income for 2017/18 is budgeted to be £6,486,595, including £3,299,595 National Park Grant, £2,040,000 for private craft tolls and £1,073,400 for hire craft tolls. This income takes account of the latest available data for boat numbers, and the impact of the overall 2.7% increase in tolls approved by the Authority at its meeting 18 November 2016 following the recommendations of the Navigation Committee. Net expenditure is budgeted at £6,527,773. After taking into account the transfer of £7,500 of interest to earmarked reserves, this will result in a consolidated budget deficit of £41,178 in 2017/18, with the result that reserves at the end of March 2018 are projected to be £1,327,439 (£1,019,886 National Park and £307,553 Navigation, which amounts to 30.5% and 9.7% of net expenditure for the year respectively). Table 1 sets out an overview of the proposed 2017/18 budget, which is provided in more detail in Appendix 1.

Table 1 – Draft 2017/18 Budget

	2017/18		
	National Park	Navigation	Consolidated
	£	£	£
National Park Grant	(3,299,595)	0	(3,299,595)
Navigation Tolls	0	(3,172,000)	(3,172,000)
Other income	(7,500)	(7,500)	(15,000)
<b>Total Income</b>	<b>(3,307,095)</b>	<b>(3,179,500)</b>	<b>(6,486,595)</b>
Operations	1,070,988	2,192,868	3,263,855
Planning and Resources	1,925,013	789,125	2,714,138
Chief Executive	306,959	166,021	472,980
Corporate Items	46,080	30,720	76,800
<b>Total Expenditure</b>	<b>3,349,040</b>	<b>3,178,734</b>	<b>6,527,773</b>
<b>Net (Surplus) / Deficit</b>	<b>41,944</b>	<b>(766)</b>	<b>41,178</b>
<b>Opening Reserves (Forecast)</b>	<b>(1,065,580)</b>	<b>(310,537)</b>	<b>(1,376,117)</b>
(Surplus) / Deficit	41,944	(766)	41,178
Interest transfer	3,750	3,750	7,500
<b>Closing Reserves (Forecast)</b>	<b>(1,019,886)</b>	<b>(307,553)</b>	<b>(1,327,439)</b>

#### 4 Operations

- 4.1 The Operations budget has seen an increase to staff costs following the triennial valuation of the pension fund. This has resulted in employer contributions increasing from 15% to 18.4% per employee in the fund. The Practical Maintenance budget has been increased to incorporate extra costs for replacement signage in 2017/18. In order to maintain as close to 10% level of reserves the allocation for Operations Management and Administration between National Park and Navigation has been adjusted from 44/56 to 67/33 to reflect the Broads three statutory purposes. Small scale savings identified in 2016/17 have also been incorporated into 2017/18. In other areas of the budget the provision represents the level of funding required to enable a continuation of the levels of service delivered in the current year.
- 4.2 It is however important to recognise that the Operations budget has no capacity to take on additional projects or ad-hoc work in 2017/18.

#### 5 Planning and Resources

- 5.1 As with the Operations budget staff costs have increased in the Planning and Resources Directorate for the same reasons. The Communications and ICT budget have both seen proposed increases to staff. This is due to the proposed restructure of Communications (this has been subject to consultation with staff and unions) and to increase ICT capacity. Similarly to

Operations there is little capacity to take on additional projects or other ad-hoc work.

## 6 Central and Shared Costs and Cost Apportionment

- 6.1 For 2017/18 central and shared costs will see the addition of the Apprenticeship Levy. This cost has been introduced by the Government for all employers with a wage bill of £3 million and over, at a cost 0.5% of their annual pay bill. This amount will be collected monthly with other HMRC deductions. This is currently calculated as £16,800, £10,080 for National Park and £6,720 for Navigation. However, following the triennial valuation our contribution to the pension fund deficit will see a decrease from £137,000 in 2016/17 to £60,000 in 2017/18. The Apprenticeship Levy and the Pension deficit are split on the same basis of 60/40 National Park/Navigation. All other apportionments are consistent with the principles agreed by the Resources Allocation Working Group.
- 6.2 Full details of apportionments by budget line for 2017/18 are set out in Appendix 1. The overall split of proposed net expenditure in 2017/18 is 51% National Park and 49% navigation, which is very much consistent with the forecast split of income standing at 51% to 49% for the same period.
- 6.3 Table 2 below provides further details of central and shared costs. These should not be seen as being synonymous with overheads, but have been identified in line with those areas specifically examined for apportionment by the Resource Allocation Working Group. As such they reflect costs across the Authority that are included within the budgets of both the Operations and Planning and Resources directorates, and from the Chief Executive's section.

Table 2 – Central and Shared Costs

	2017/18			2018/19			2019/20		
	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated	National Park	Navigation	Consolidated
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Share of central and shared costs	1,375	912	2,287	1,416	941	2,358	1,431	952	2,383
Pension contribution lump-sum	46	31	77	56	37	93	66	44	110
<b>Total</b>	<b>1,421</b>	<b>943</b>	<b>2,363</b>	<b>1,472</b>	<b>979</b>	<b>2,451</b>	<b>1,497</b>	<b>966</b>	<b>2,493</b>
Percentage split of central and shared costs	60%	40%	100%	60%	40%	100%	60%	40%	100%

Total core income	(3,307)	(3,180)	(6,487)	(3,366)	(3,261)	(6,627)	(3,424)	(3,342)	(6,766)
Central and shared costs as percentage of core income	43%	30%	36%	44%	30%	37%	44%	30%	37%

- 6.4 Central and shared costs have been defined in line with the work of the Resource Allocation Working Group to include: operational property; finance and insurance; communications (which includes, education and tourism); collection of tolls; ICT; legal; head office, office expenses and pool vehicles; directorate management and administration costs; human resources and training; governance and members' allowances; and the Chief Executive, all of which play a vital role in supporting the delivery of front line services. Central and shared costs also include the lump sum pension contribution which is made annually to reduce the Authority's share of the pension deficit as calculated by the pension fund actuary. As a percentage of income, central and shared costs are broadly static and remain at the same level as 2016/17 (41% National Park, 31% Navigation and 36% Consolidated).

## 7 Budget Assumptions

- 7.1 The following key assumptions have been applied in developing the draft budget:
- Navigation tolls will be collected in line with budget and as detailed in the tolls review paper;
  - Based on information from the Broads Hire Boat Federation it has been assumed that hire boat numbers will continue to decrease at a rate of 20 per annum, and it is therefore thought prudent to budget for a further reduction in annual Hire Boat income of £21,700 per annum;
  - Salary increases have been allowed for in 2017/18 onwards based on the public sector indications of 1% over the next three years;
  - Pension contributions have been increased by 3.4% per employee from 2017/18 onwards;
  - The Apprenticeship Levy will be collected monthly from 2017 onwards and will increase in line with staffing levels and salary increases;
  - The forecast outturn position for 2016/17 will be delivered in line with budget holders' projections; and
  - The continued provision of £60,000 per annum split equally between National Park and Navigation for the implementation of the Hickling vision.
- 7.2 A detailed sensitivity analysis for some of these key assumptions is set out below.

**Table 3 – Budget Sensitivity Analysis**

<b>Assumption</b>	<b>Change in assumption</b>	<b>Approximate financial impact of change £ (+/-)</b>
National Park budget for 2016/17 will be delivered in line with forecast outturn.	1% under / over-spend against National Park budget.	32,000
Navigation budget for 2016/17 will be delivered in line with forecast outturn.	1% under / over-spend against Navigation budget.	31,000
Overall salary increase of 1% in 2017/18.	1% change in salary inflation.	42,000
Boat numbers and distribution remain as predicted in 2017/18.	1% change in navigation toll income.	31,000
National Park Grant in line with notified allocations and no further reduction applied in 2017/18.	1% change in National Park Grant allocation.	33,000

## **8 Earmarked Reserves**

- 8.1 The Authority's earmarked reserves strategy for the period 2017/18 – 2019/20 is set out in Appendix 2. The strategy details the actual balance of earmarked reserves at the end of November 2016, planned expenditure until the end of the financial year, and also provides an analysis of movements in reserves split between national park and navigation in all years to 2019/20.
- 8.2 Earmarked reserves stand at £1,400,048 (navigation £705,332) at the end of November 2016 and are forecast to reduce slightly (to £1,197,919) by the end of the financial year.
- 8.3 Appendix 2 reflects the contributions to reserves allowed for in the budget and financial strategy set out in Appendix 1. Planned expenditure from reserves is itemised within Appendix 2 and includes in 2017/18:
- Local Plan examination;
  - Mutford Lock costs from dewatering options;
  - Norfolk Archaeology;
  - Linkflotes;
  - Replacement vehicle;
  - Relocate Dockyard Wet Shed; and
  - Heritage Lottery Fund expenditure (this is refunded through grant claims).
- 8.4 Significant planned expenditure from earmarked reserves in 2018/19 and 2019/20 includes the replacement of seven operational vehicles at an estimated total cost of £77,500 (with £29,830 relating to navigation) and a new Wherry estimated total cost of £107,000 (with £64,200 relating to navigation).

- 8.5 From 2018/19 the revenue budget provides for additional contributions towards building maintenance and repairs at a total cost per annum of £50,000, split £36,000 National Park and £14,000 Navigation. Further information on this is found from section 11 onwards of this report.
- 8.6 Taking account of all these items, the forecast balance of earmarked reserves at the end of 2019/20 is £1,736,919 (navigation £884,862), although it should be noted that expenditure plans for 2018/19 and beyond are likely to be further refined when the financial strategy for 2018/19 is developed later on this year.

## **9 Pontoons North and South of Boundary Farm Dyke**

- 9.1 At the Navigation Committee on 15 December a planning application concerning the removal of piling north and south of Boundary Farm Dyke was discussed. Discussions with the Land owner had revealed that to mitigate the removal of the piling approximately 200 meters of pontoon moorings could be installed but at cost to the Authority. Initial calculations indicated this could be in the region of £150,000. This would be subject to the necessary planning permission being granted and a lease being agreed.
- 9.2 Typically such expenditure would have been funded from the earmarked reserves. However the balance remaining in the property reserves for moorings is only £19,498 following the purchase of land at Acle Marsh and Potter Heigham in 2015/16. There are currently no contributions planned to this reserve, only if there are underspends (previously agreed by members BA 23/01/15 Item 12, 8.7) from the Moorings, Maintenance and Repairs budget at the end of the financial year.
- 9.3 The Moorings, Maintenance and Repairs budget remains fully committed during 2016/17 for Cockshoot and for 2017/18 it has been proposed to be used for the urgent repairs at Hoveton viaduct. With the balances committed in the other reserves for potential Canape bid cashflow and Mutford lock it would be more appropriate for the Authority to borrow additional funds. One option could be to have another loan from the Public Works Loan Board. Rates on their website indicate an interest rate of 2.41% for a 25 year fixed term loan but this and other options would require further investigation to ensure value for money. If members are supportive then further information could be brought to the next meeting, after consultation with the Navigation Committee. It should be noted that there is currently no provision in the budget for this extra expenditure and any additional loan entered into would require the repayment to be built into the budget for future years.

## **10 Summary**

- 10.1 The draft budget presented here incorporates the revised toll structure for navigation charges for 2017/18 and is designed to allow the Authority to continue to deliver priority navigation activities at the required level, whilst also making prudent provision for asset maintenance over the life of the strategy

and beyond. Minor adjustments have also been made to reflect the latest staffing forecasts. As a result of all these factors there is no capacity within the budget for additional projects. The National Park budget similarly provides for the continuation of priority works in 2017/18 and to support the delivery phase of the Heritage Lottery Fund Landscape Partnership project and Hickling.

- 10.2 The National Park part of the budget shows a deficit for the next three years. This will be funded from the National Park Reserve resulting in a reserve balance of £922,636 at the end of 2019/20. This balance will be £474,077 above the recommended level. Longer term predictions indicate that the National Park side of the budget will return to a surplus from 2021/22 onwards.
- 10.3 It is important to recognise that the budget as a whole is highly sensitive to changes in salary inflation, as a result of the significant proportion of the budget that is made up of staff costs. The budget is based on a 1% increase in salaries for the period April 2017 to March 2020, however there remains considerable uncertainty in respect of likely future year awards.
- 10.4 The Navigation surplus of £766 allowed for in the 2017/18 budget is lower than previously stated in the tolls review paper (£1,167) but has remained close to it. The savings identified elsewhere has meant the impact on the Navigation budget of proposed additional posts in Communications and ICT has been kept to a minimum. As in previous years it remains the case that the indicative tolls increases in 2018/19 and beyond will need to be revisited during next year's budget setting process to ensure they remain appropriate. This could be as a result of any variations from current assumptions or changes in outturn figures for 2016/17.

## **11 Asset Management Strategy**

- 11.1 The Broads Authority adopted its Asset Management Strategy in July 2012, following its identification as a key priority for the Broads Authority following an internal audit carried out in 2008/09, and a new post of Asset Officer was created as part of the restructuring in 2011. This Strategy identifies how the Authority will ensure that the Authority's land, property and other assets are managed and maintained as effectively as possible. A fundamental review of the Strategy is scheduled for 2017/18.

## **12 Asset Management Plan**

- 12.1 The Authority's progress in developing its Asset Management Plan was reported to members in January 2014 where for the first time the Authority had collected a complete dataset of all its assets. As a result the Authority reviewed the relevant revenue budgets, and agreed to make financial provisions to a number of ring fenced reserves
- 12.2 As a general principle it was agreed that any underspend on any of these budgets as a result of securing more favourable prices should be ring fenced

and added back into the appropriate reserves. Similarly, the reserve strategies should be regularly reviewed, updated and amended as required.

- 12.3 The Authority agreed to continue to make appropriate annual provision for capital expenditure in the following areas and undertake a fundamental review of each area on a five year rolling programme as set out below:

Area	Completed Year	Next Due
Replacement needs of essential Plant and equipment for Operations team/ Vehicles	2012/ 2016	2020
Replacement of the fleet of patrol Launches	2012	2017
Repair / Maintenance of Authority's navigation furniture and property assets	2013	2018
Repair/Maintenance of Authority's countryside and conservation land and property assets	2015	2019
Structural repairs/replacement of Authority Buildings and Land	2016	2021

### 13 Buildings

- 13.1 Concertus were appointed in June 2016 as a result of the tender process undertaken for our property consultancy services and between July-September undertook a building survey on each of our buildings, which include public buildings such as visitor centres as well as operational bases. They have subsequently identified and produced a planned maintenance programme for each building which details work required in each year from 2017 until 2021 and future work in the period 2022-26.
- 13.2 Detailed work has been carried out and costs in the detailed programmes have been critically reviewed and assessed. It should be noted that the major capital expenditure items which have been identified as being necessary by our property consultants in the course of the next ten years include the following:
- 13.2.1 Ludham Fieldbase (Operational base and workshop Built -1991/2)
- There is evidence of damage to the roof sheets in isolated locations. The repairs can be carried out replacing individual sheets but we would recommend full replacement in the medium term.
  - Timber framed casement windows run the full length of the elevation. Significant proportion of rot to the lower sections of the frame, cills in particular, and replacements are required.
  - Ground bearing slab smooth finished concrete. The floor has been overpainted but shows evidence of multiple minor damage.
- 13.2.2 Hoveton TIC (Information Centre built – 1982)
- Flooding prevention required and it is recommended to install additional surface drainage to the building frontage, including discharge into local

surface water sewer. Full height (including gable) softwood timber frame, including structural posts and single glazing. Evidence of deterioration to lower sections of the frame, replacement urgently required.

#### 13.2.3 Ludham Boatshed (Boat Shed – Built 1979)

- Cylindrical steel piles with a timber ring beam. The timber superstructure is constructed directly from the timber ring beam. There are visible defects to the timber beam, and the site is subject to regular flooding due to tidal surges. The beam is therefore subject to regular submersion in water and is likely to be deteriorating in areas concealed from view. There is also evidence that the building may be subject to some subsidence. External and internal steel connecting plates are bolted to the beam at external angles, all of these show significant signs of corrosion, and therefore it is recommended that the superstructure is reconstructed.

13.3 The Broads Authority has not previously had regular scheduled maintenance works to its buildings. These surveys have therefore identified a backlog of necessary work. Work that we are able to undertake internally, and from revenue budgets, has been separated from works that would need to be contracted out. The total costs are detailed in Appendix 3. It is anticipated that once a regular programme of maintenance is underway the annual costs will reduce accordingly and the contribution to reserves could accordingly be reduced subject to monitoring and review.

13.4 It is therefore proposed that a total annual provision of £50,000 is made for contribution to property reserves to cover the costs of required external works for Broads Authority assets. Members should note that works over £50,000 are required in the initial years of the programme and will be funded from the existing property reserve. In accordance with previously agreed cost apportionments this annual contribution should be funded £36,000 from National Park Grant and £14,000 from the Navigation budget. It is further proposed that the first year's contributions will be met from the normal maintenance budget and existing property reserves, with suggested contributions starting in 2018/19 to be included in the Financial Strategy.

13.5 Moving forward building managers will be responsible for undertaking building checks each quarter to maintain up to date condition records of our buildings. This will allow us to monitor and review costs. Our property consultants will undertake a review every three years to ensure our maintenance programmes are on track or need adjustment which will allow us to update our annual contributions accordingly.

## 14 Patrol Launch Replacement

14.1 Following recent disposal of two launches and the purchase of the motor launch Aitken Clark, the Asset Management Plan has been updated to reflect these costs. Members are asked to note that it is proposed to increase the navigation contribution to reserves by £3,000 per annum from 2018/19 as

detailed in Appendix 4. A review of the Ranger Services planned for 2017/18 will also include a review of the launches prior to any further purchase.

## **15 Navigation Committee Consultation**

- 15.1 The Navigation Committee was consulted at their December meeting, and subject to officers reviewing the detail of the recommended works to ensure that the works were not inclusive of unnecessary elements, were supportive of the approach. Officers have completed this review and confirmed that all minor works have been separated out as shown in Appendix 3 for completion as necessary by in house staff, and the main expenditure items have been identified in Section 12.2 for members information.

Background Papers: Nil

Author: Emma Krelle/Angie Leeper  
Date of Report: 6 January 2017

Broads Plan Objectives: None

Appendices: APPENDIX 1 - Draft Budget 2017/18 and Financial Strategy to 2019/20

APPENDIX 2 – Earmarked Reserves to 2019/20  
APPENDIX 3 – Building Costs  
APPENDIX 4 – Launch replacement costs

Row Labels	2015/16			2016/17			2017/18			2018/19			2019/20			2017/18 Apportionment					
	National Park 2015/16 (Actual)	Navigation 2015/16 (Actual)	Consolidated 2015/16 (Actual)	National Park 2016/17 (Latest Available Budget)	Navigation 2016/17 (Latest Available Budget)	Consolidated 2016/17 (Latest Available Budget)	National Park 2016/17 (Forecast Outturn)	Navigation 2016/17 (Forecast Outturn)	Consolidated 2016/17 (Forecast Outturn)	National Park 2017/18 (Budget)	Navigation 2017/18 (Budget)	Consolidated 2017/18 (Budget)	National Park 2018/19 (Budget)	Navigation 2018/19 (Budget)	Consolidated 2018/19 (Budget)	National Park 2019/20 (Budget)	Navigation 2019/20 (Budget)	Consolidated 2019/20 (Budget)	National Park	Navigation	
Income																					
Income																					
National Park Grant	(3,188,952)	0	(3,188,952)	(3,243,802)	0	(3,243,802)	(3,243,802)	0	(3,243,802)	(3,299,595)	0	(3,299,595)	(3,356,348)	0	(3,356,348)	(3,414,078)	0	(3,414,078)	100%	0%	
Hire Craft Tolls	0	(1,068,802)	(1,068,802)	0	(1,079,000)	(1,079,000)	0	(1,053,842)	(1,053,842)	0	(1,073,400)	(1,073,400)	0	(1,100,235)	(1,100,235)	0	(1,127,741)	(1,127,741)	0%	100%	
Private Craft Tolls	0	(1,873,423)	(1,873,423)	0	(1,972,000)	(1,972,000)	0	(1,974,623)	(1,974,623)	0	(2,040,000)	(2,040,000)	0	(2,091,000)	(2,091,000)	0	(2,143,275)	(2,143,275)	0%	100%	
Short Visit Tolls	0	(43,769)	(43,769)	0	(40,089)	(40,089)	0	(40,089)	(40,089)	0	(39,800)	(39,800)	0	(40,795)	(40,795)	0	(41,815)	(41,815)	0%	100%	
Other Toll Income	0	(16,997)	(16,997)	0	(18,750)	(18,750)	0	(18,750)	(18,750)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0	(18,800)	(18,800)	0%	100%	
Interest	(11,201)	(11,201)	(22,402)	(10,000)	(10,000)	(20,000)	(7,500)	(7,500)	(15,000)	(7,500)	(15,000)	(10,000)	(10,000)	(20,000)	(10,000)	(10,000)	(20,000)	(20,000)	50%	50%	
Income Total	(3,200,153)	(3,014,192)	(6,214,345)	(3,253,802)	(3,119,839)	(6,373,641)	(3,251,302)	(3,094,804)	(6,346,106)	(3,307,095)	(3,179,500)	(6,486,595)	(3,366,348)	(3,260,830)	(6,627,178)	(3,424,078)	(3,341,631)	(6,765,708)	51%	49%	
Income Total	(3,200,153)	(3,014,192)	(6,214,345)	(3,253,802)	(3,119,839)	(6,373,641)	(3,251,302)	(3,094,804)	(6,346,106)	(3,307,095)	(3,179,500)	(6,486,595)	(3,366,348)	(3,260,830)	(6,627,178)	(3,424,078)	(3,341,631)	(6,765,708)	51%	49%	
Net Expenditure																					
Operations																					
Construction and Maintenance Salaries	464,437	618,717	1,083,154	408,333	713,717	1,122,050	408,333	713,717	1,122,050	425,364	747,196	1,172,560	433,072	760,648	1,193,720	440,417	773,123	1,213,540	36%	64%	
Construction and Maintenance Salaries (Income)	0	0	0	0	0	0	0	0	0	(1,326)	(3,094)	(4,420)	(1,305)	(3,045)	(4,350)	(1,308)	(3,052)	(4,360)	30%	70%	
Equipment, Vehicles and Vessels	170,308	435,043	605,351	112,650	262,850	375,500	109,950	256,550	366,500	109,950	256,550	366,500	109,950	256,550	366,500	109,950	256,550	366,500	30%	70%	
Equipment, Vehicles and Vessels (Income)	(6,196)	(11,507)	(17,703)	0	0	0	(150)	(350)	(500)	0	0	0	0	0	0	0	0	0	0%	0%	
Water Management	6,222	228,057	234,279	35,000	112,500	147,500	40,000	117,500	157,500	35,000	112,500	147,500	35,000	112,500	147,500	35,000	112,500	147,500	24%	76%	
Water Management (Income)	(4,992)	(1,250)	(6,242)	0	0	0	(5,000)	(5,000)	(10,000)	0	0	0	0	0	0	0	0	0	0%	0%	
Land Management	53,434	0	53,434	57,000	0	57,000	57,000	0	57,000	54,000	0	54,000	54,000	0	54,000	54,000	0	54,000	100%	0%	
Land Management (Income)	(105,450)	0	(105,450)	(95,000)	0	(95,000)	(101,500)	0	(101,500)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	(90,000)	0	(90,000)	100%	0%	
Practical Maintenance	45,826	474,836	520,662	75,000	345,200	420,200	77,200	345,200	422,400	75,000	362,200	437,200	75,000	372,200	447,200	75,000	372,200	447,200	17%	83%	
Practical Maintenance (Income)	(11,758)	(11,321)	(23,080)	0	(9,000)	(9,000)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0	(10,500)	(10,500)	0%	100%	
Ranger Services	269,674	514,823	784,497	259,144	455,716	714,860	259,144	455,716	714,860	269,768	472,152	741,920	281,816	492,724	774,540	288,416	502,624	791,040	36%	64%	
Ranger Services (Income)	(21,743)	(32,615)	(54,359)	(14,000)	(21,000)	(35,000)	(14,000)	(21,000)	(35,000)	(17,252)	(25,878)	(43,130)	(17,096)	(25,644)	(42,740)	(17,276)	(25,914)	(43,190)	40%	60%	
Safety	41,576	70,940	112,515	42,517	80,083	122,600	39,523	73,127	112,650	43,919	84,671	128,590	44,114	83,626	127,740	44,279	84,031	128,310	34%	66%	
Safety (Income)	0	(1,251)	(1,251)	0	(9,000)	(9,000)	0	(1,000)	(1,000)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0	(9,000)	(9,000)	0%	100%	
Asset Management	33,069	67,572	100,641	49,301	75,860	125,160	51,292	77,489	128,780	48,173	74,937	123,110	48,470	75,180	123,650	48,767	75,423	124,190	39%	61%	
Asset Management (Income)	(156)	(3,268)	(3,424)	(550)	(450)	(1,000)	(3,550)	(4,550)	(8,100)	(550)	(2,670)	(3,220)	(550)	(2,670)	(3,220)	(550)	(1,170)	(1,720)	17%	83%	
PRISMA	0	10,027	10,027	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Operational Property	64,845	77,508	142,353	54,251	93,919	148,170	54,251	93,919	148,170	63,451	94,719	158,170	90,251	107,919	198,170	90,251	107,919	198,170	40%	60%	
Operational Property (Income)	(12,826)	(1,800)	(14,626)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	(18,400)	(1,600)	(20,000)	92%	8%	
Operations Management and Admin	53,246	67,768	121,014	53,284	67,816	121,100	53,284	67,816	121,100	76,212	41,828	118,040	78,637	43,023	121,660	80,868	44,122	124,990	65%	35%	
Operations Management and Admin (Income)	(958)	(1,219)	(2,177)	0	0	0	(880)	(1,120)	(2,000)	(2,322)	(1,143)	(3,465)	(2,345)	(1,155)	(3,500)	(2,379)	(1,172)	(3,550)	67%	33%	
Operations Total	1,038,557	2,501,060	3,539,616	1,018,529	2,166,611	3,185,140	1,006,497	2,155,914	3,162,410	1,070,988	2,192,868	3,263,855	1,120,614	2,250,756	3,371,370	1,137,036	2,276,085	3,413,120	33%	67%	
Planning and Resources																					
Development Management	316,147	0	316,147	316,260	0	316,260	316,260	0	316,260	335,270	0	335,270	340,140	0	340,140	345,560	0	345,560	100%	0%	
Development Management (Income)	(157,000)	0	(157,000)	(60,000)	0	(60,000)	(80,000)	0	(80,000)	(80,000)	0	(80,000)	(70,000)	0	(70,000)	(60,000)	0	(60,000)	100%	0%	
Strategy and Projects Salaries	329,935	78,091	408,026	316,399	76,061	392,460	316,399	76,061	392,460	350,410	82,965	433,375	335,790	82,030	417,820	339,491	83,039	422,530	81%	19%	
Strategy and Projects	125,109	1,332	126,441	101,389	3,600	104,989	101,389	3,600	104,989	58,200	1,800	60,000	80,040	3,960	84,000	80,040	3,960	84,000	97%	3%	
Strategy and Projects (Income)	(68,985)	0	(68,985)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	(3,500)	0	(3,500)	100%	0%	
Biodiversity Strategy	11,631	0	11,631	10,600	0	10,600	10,600	0	10,600	10,000	0	10,000	10,000	0	10,000	10,000	0	10,000	100%	0%	
Biodiversity Strategy (Income)	(4,058)	0	(4,058)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	
Waterways and Recreation Strategy	1,289	13,538	14,827	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	500	9,000	9,500	34,000	25,500	59,500	5%	95%	
Project Funding	189,562	0	189,562	357,386	0	357,386	340,796	0	340,796	196,291	0	196,291	124,500	0	124,500	124,500	0	124,500	100%	0%	
Project Funding (Income)	(47,180)	0	(47,180)	(201,886)	0	(201,886)	(190,796)	0	(190,796)	(40,791)	0	(40,791)	(19,000)	0	(19,000)	(19,000)	0	(19,000)	100%	0%	
Volunteers	10,612	7,074	17,686	12,000	8,000	20,000	10,600	8,000	20,000	10,600	8,000	20,000	10,600	8,000	20,000	10,600	8,000	20,000	60%	40%	
Volunteers (Income)	(198)	(132)	(330)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	(600)	(400)	(1,000)	60%	40%	
Finance and Insurance	176,804	159,129	335,933	174,875	162,875	337,750	180,520	167,980	348,500	180,085	168,085	348,170	182,300	170,300	352,600	184,570	172,570	357,140	52%	48%	
Finance and Insurance (Income)	(3,892)	(791)	(4,683)	0	0	0	0	0	0	(3,245)	(3,245)	(6,490)	(3,380)	(3,380)	(6,760)	(3,520)	(3,520)	(7,040)	50%	50%	
Communications	223,792	59,979	283,771	204,645	63,605	268,250	204,645	63,605	268,250	250,277	82,173	332,450	245,844	84,476	330,320	249,192	85,928	335,120	75%	25%	
Communications (Income)	(18,247)	(255)	(18,502)	0	0	0	0	0	0	(2,760)	(1,360)	(4,120)	(2,057)	(1,013)	(3,070)	(2,077)	(1,023)	(3,100)	67%	33%	
Visitor Centres and Yacht Stations	326,625	128,335	454,960	321,595	125,835	447,430	321,595	125,835	447,430	315,805	135,765	451,570	315,313	135,668	450,980	317,015	136,665	453,680	70%	30%	
Visitor Centres and Yacht Stations (Income)	(177,702)	(67,165)	(244,867)	(172,500)	(60,000)	(232,500)	(172,500)	(60,000)	(232,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	(177,500)	(60,000)	(237,500)	75%	25%	
Collection of Tolls	0	115,887	115,887	0	122,230	122,230	0	122,230	122,230	0	128,550	128,550	0	132,030	132,030	0	134,500	134,500	0%	100%	
ICT	188,199	92,311	280,510	184,538	90,892	275,430	179,044	88,186	267,230	204,256	100,604	304,860	212,571	104,699	317,270	214,547	105,673	320,220	67%	33%	
Head Office, Office Expenses and Pool Vehicles	188,649	78,901	267,550	208,400	87,448	295,848	197,263	82,730	279,993	198,268	83,390	281,658	198,268	83,390	281,658	198,268	83,390	281,658	70%	30%	
Planning and Resources Management and Admin	119,626	51,401	171,028	120,520	53,040	173,560	117,020	51,540	168,560	123,115	54,255	177,370	124,760	55,015	179,775	125,911	55,530	181,441	69%	31%	

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	STEP	HLF	PRISMA	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2013/14											
	Balance 31 March 2014	(568,100)	(217,282)	(138,723)	(621,240)	(7,983)	0	(244,953)	(861,458)	(936,823)	(1,798,281)
2014/15	Balance 31 March 2015	(582,589)	(239,080)	(168,723)	(463,794)	0	0	(170,648)	(668,717)	(956,115)	(1,624,833)
	Balance 01 April 2015	(586,756)	(240,790)	(169,930)	(424,080)	0	0	(171,869)	(630,470)	(962,954)	(1,593,424)
	Balance 01 April 2016	(360,603)	(302,225)	(201,675)	(423,886)	0	(55,956)	(0)	(679,020)	(665,323)	(1,344,343)
2016/17	<b>Contributions to Reserves to 31/10/16</b>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000552)	(1,000)	0	0	0	0	0	0	0	(1,000)	(1,000)
	Launches (LAU000451)	0	(15,000)	0	0	0	0	0	0	(15,000)	(15,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Launch sale (LAU000451)	0	(13,333)	0	0	0	0	0	0	(13,333)	(13,333)
	Dockyard sale income (VES000552)	0	(2,433)	0	0	0	0	0	(730)	(1,703)	(2,433)
	Section 106 Income (DVM000552)	0	0	0	(31,972)	0	0	0	(31,972)	0	(31,972)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	(71,809)	0	(71,809)	0	(71,809)
	Heritage Lottery Fund (HLF000451)	0	0	0	0	0	(50,000)	0	(50,000)	0	(50,000)
	Upper Thurne Project work (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	Upper Thurne income (UTE000552)	0	0	0	(1,857)	0	0	0	(1,857)	0	(1,857)
	External Contribution towards Enjoy the Broads website (CO	0	0	0	(3,000)	0	0	0	(3,000)	0	(3,000)
	<b>Contributions from Reserves to 31/10/16</b>										
	Fit out 2nd launch hull final 40% (LAU000450)	0	42,444	0	0	0	0	0	0	42,444	42,444
	3rd Wherry final 10% (VES000450)	0	11,300	0	0	0	0	0	3,390	7,910	11,300
	Linkflotes (VES000450)	0	55,776	0	0	0	0	0	16,733	39,043	55,776
	Weedharvester (VES000450)	0	30,000	0	0	0	0	0	9,000	21,000	30,000
	Small tools (VES000450)	0	1,917	0	0	0	0	0	575	1,342	1,917
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500	0	0	0	3,500	0	3,500
	Replace DU11 EFL - Rangers (RAN000450)	0	19,956	0	0	0	0	0	11,974	7,982	19,956
	Consultants to cost dewatering options (MLK000450)	(5,000)	0	0	0	0	0	0	0	(5,000)	(5,000)
	Old workshop refurbishment (PRM009450)	0	0	20,751	0	0	0	0	6,225	14,525	20,751
	3 Rivers way cycle scheme (REC000450)	0	0	0	65,000	0	0	0	65,000	0	65,000
	Document Management System (ICT000450)	0	0	0	5,972	0	0	0	5,972	0	5,972
	Enjoy the Broads website (COM000450)	0	0	0	5,325	0	0	0	5,325	0	5,325
	Broads Plan (BPL000450)	0	0	0	400	0	0	0	400	0	400
	Local Plan (POL000450)	0	0	0	20	0	0	0	20	0	20
	Planning injunction costs (DVM000450)	0	0	0	23,645	0	0	0	23,645	0	23,645
	Upper Thurne Project work (UTE000450)	0	0	0	70	0	0	0	70	0	70
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	114,622	0	114,622	0	114,622
	<b>Actual Balance 30/11/16</b>	<b>(437,603)</b>	<b>(312,596)</b>	<b>(210,924)</b>	<b>(375,782)</b>	<b>0</b>	<b>(63,142)</b>	<b>(0)</b>	<b>(694,717)</b>	<b>(705,331)</b>	<b>(1,400,048)</b>
	<b>Contributions to Reserves to 31/03/17</b>										
	Mutford Lock Rent (MLK000552)	(1,000)	0	0	0	0	0	0	0	(1,000)	(1,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	(96,972)	0	(96,972)	0	(96,972)
	<b>Contributions from Reserves to 31/03/17</b>										
	Replace AP56 EJM - Pool Van (PCP000450)	0	12,000	0	0	0	0	0	8,040	3,960	12,000
	Replace CM&E DU61 NUX (VEH000450)	0	20,000	0	0	0	0	0	12,000	8,000	20,000
	Linkflotes (VES000450)	0	60,224	0	0	0	0	0	18,067	42,157	60,224
	Small tools (VES000450)	0	18,083	0	0	0	0	0	5,425	12,658	18,083
	Irstead Boat House repairs (BHB000450)	0	0	30,000	0	0	0	0	12,000	18,000	30,000
	Consultants to cost dewatering options (MLK000450)	15,000	0	0	0	0	0	0	0	15,000	15,000
	Old workshop refurbishment (PRM009450)	0	0	3,249	0	0	0	0	975	2,275	3,249
	Document Management System (ICT000450)	0	0	0	5,015	0	0	0	5,015	0	5,015
	Enjoy the Broads website (COM000450)	0	0	0	18,375	0	0	0	18,375	0	18,375
	Broads Plan (BPL000450)	0	0	0	3,000	0	0	0	3,000	0	3,000
	Local Plan (POL000450)	0	0	0	37,981	0	0	0	37,981	0	37,981
	Re-thatch John Cobbs Cottage costs unknown	0	0	0	0	0	0	0	0	0	0
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	77,174	0	77,174	0	77,174
	<b>Forecast Balance 01 April 2017</b>	<b>(423,603)</b>	<b>(202,289)</b>	<b>(177,675)</b>	<b>(311,412)</b>	<b>0</b>	<b>(82,940)</b>	<b>(0)</b>	<b>(593,637)</b>	<b>(604,282)</b>	<b>(1,197,919)</b>

Year	Earmarked Reserves	Property Reserve - TOTAL	Plant, Vessels and Equipment Reserve - TOTAL	Premises Reserve - TOTAL	Other Earmarked Reserves - TOTAL	STEP	HLF	PRISMA	Total Earmarked Reserves - National Park	Total Earmarked Reserves - Navigation	GRAND TOTAL Earmarked Reserves
2017/18	<u>Contributions to Reserves to 31/03/18</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	(15,000)	0	0	0	0	0	0	(15,000)	(15,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	Heritage Lottery Fund Income (HLF61X552)	0	0	0	0	0	(27,144)	0	(27,144)	0	(27,144)
	Heritage Lottery Fund (HLF000451)	0	0	0	0	0	(50,000)	0	(50,000)	0	(50,000)
	<u>Contributions from Reserves to 31/03/18</u>										
	Local Plan Inspection	0	0	0	60,000	0	0	0	60,000	0	60,000
	Mutford Lock costs from dewatering options (MLK000450)	8,500	0	0	0	0	0	0	0	8,500	8,500
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500	0	0	0	3,500	0	3,500
	Linkflotes (VES000450)	0	116,000	0	0	0	0	0	46,400	69,600	116,000
	Replace CM&E AO06 XPF (VEH000450)	0	15,000	0	0	0	0	0	10,050	4,950	15,000
	Relocate Dockyard Wet Shed	0	0	60,000	0	0	0	0	18,000	42,000	60,000
	Heritage Lottery Fund costs (HLFXXX450)	0	0	0	0	0	27,144	0	27,144	0	27,144
	<b>Forecast Balance 01 April 2018</b>	<b>(488,103)</b>	<b>(227,289)</b>	<b>(147,675)</b>	<b>(266,912)</b>	<b>0</b>	<b>(132,940)</b>	<b>(0)</b>	<b>(628,467)</b>	<b>(634,452)</b>	<b>(1,262,919)</b>
2018/19	<u>Contributions to Reserves to 31/03/19</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	(18,000)	0	0	0	0	0	0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Building repairs (PRM000450)	0	0	(50,000)	0	0	0	0	(36,000)	(14,000)	(50,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	<u>Contributions from Reserves to 31/03/19</u>										
	Norfolk CC Archaeology SLA (CUL000450)	0	0	0	3,500	0	0	0	3,500	0	3,500
	Replacement of three Yare House pool vehicles (one Kangoo)	0	36,000	0	0	0	0	0	24,120	11,880	36,000
	Peugeot Boxer dropside for CM&E	0	14,000	0	0	0	0	0	9,380	4,620	14,000
		0	0	0	0	0	0	0	0	0	0
	<b>Forecast Balance 01 April 2019</b>	<b>(561,103)</b>	<b>(336,289)</b>	<b>(227,675)</b>	<b>(282,412)</b>	<b>0</b>	<b>(132,940)</b>	<b>(0)</b>	<b>(750,247)</b>	<b>(790,172)</b>	<b>(1,540,419)</b>
2019/20	<u>Contributions to Reserves to 31/03/19</u>										
	Vessels and Equipment (VES000451)	0	(92,000)	0	0	0	0	0	(27,600)	(64,400)	(92,000)
	Vehicles (VEH000451)	0	(22,000)	0	0	0	0	0	(6,600)	(15,400)	(22,000)
	Mutford Lock (MLK000451)	(25,000)	0	0	0	0	0	0	0	(25,000)	(25,000)
	Mutford Lock Rent (MLK000451)	(2,000)	0	0	0	0	0	0	0	(2,000)	(2,000)
	Launches (LAU000451)	0	(18,000)	0	0	0	0	0	0	(18,000)	(18,000)
	Ranger Vehicles (RAN000451)	0	(13,000)	0	0	0	0	0	(5,200)	(7,800)	(13,000)
	Dockyard Site (PRM009451)	0	0	(30,000)	0	0	0	0	(9,000)	(21,000)	(30,000)
	Pool Vehicles (PCP000451)	0	(14,000)	0	0	0	0	0	(9,380)	(4,620)	(14,000)
	Building repairs (PRM000450)	0	0	(50,000)	0	0	0	0	(36,000)	(14,000)	(50,000)
	Asset Management for Countryside sites (SIM00451)	(46,000)	0	0	0	0	0	0	(46,000)	0	(46,000)
	Potter Heigham Chalet Income (UTE000451)	0	0	0	(19,000)	0	0	0	(19,000)	0	(19,000)
	<u>Contributions from Reserves to 31/03/20</u>										
	Replace Wherry Onward (VES000450)	0	107,000	0	0	0	0	0	42,800	64,200	107,000
	Replacement of two Yare House pool vehicles (two Smart)	0	16,000	0	0	0	0	0	10,720	5,280	16,000
	Replace CME Transit Van	0	11,500	0	0	0	0	0	3,450	8,050	11,500
	<b>Forecast Balance 01 April 2020</b>	<b>(634,103)</b>	<b>(360,789)</b>	<b>(307,675)</b>	<b>(301,412)</b>	<b>0</b>	<b>(132,940)</b>	<b>(0)</b>	<b>(852,057)</b>	<b>(884,862)</b>	<b>(1,736,919)</b>

# Projected Broads Authority Building Costs

Appendix 3

	% Budget Allocation		YEAR & EXTERNAL COST					FUTURE COST	TOTAL EXT.Costs	NAV BDGT	NPG BDGT		YEAR & INTERNAL COST					FUTURE COST	TOTAL INT.Costs	TOTAL COSTS
	NAV	NPG	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6-10					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6-10		
			2017	2018	2019	2020	2021	2022-2026					2017	2018	2019	2020	2021	2022-2026		
BUILDING																				
Dockyard (FH)	70	30	0	0	10000	9200	12920	7535	39655	27759	11897		64350	244180	8010	2930	48305	39655	415575	455230
Buttles Barn (LH)	0	100	3000	1800	4000	1800	1800	9000	21400	0	21400		5400	1200	1200	1200	1200	17000	27200	48600
Island Cottage, Beccles(LH)	70	30	2500	0	0	200	0	0	2700	1890	810		1550	8900	950	150	2350	6400	20300	23000
Whitlingham Barn(LH)	0	100	2300	9600	3450	6900	15100	8000	45350	0	45350		4700	6100	9610	8500	600	21300	50810	96160
Ludham Fieldbase(LH/ Out)	8	92	41780	54510	18250	600	52200	3200	170540	13643	156897		3130	23720	28220	11020	1120	13910	81120	251660
Barton Toilets/Car Park	0	100	350	850	350	350	7050	1600	10550	0	10550		7500	2250	17200	1050	14960	6000	48960	59510
Hoveton TIC(FH)	0	100	11100	11150	2700	9800	300	26490	61540	0	61540		650	8550	1990	7950	4000	4190	27330	88870
Ranworth TIC(LH/Out)	45	55	150	150	4150	150	150	750	5500	2475	3025		4560	8760	7160	6810	3260	22640	53190	58690
Toad Hole Cottage	0	100	12000	15500	0	0	1500	400	29400	0	29400		1800	2900	15500	5830	2900	16100	45030	74430
How Hill Boat Shed	0	100	300	300	300	300	2800	1500	5500	0	5500		350	2450	3650	950	1300	2950	11650	17150
Wroxham Boat Shed	100	0	540	540	540	540	3040	2700	7900	7900	0		3000	1355	2750	800	675	950	9530	17430
Ludham Boat Shed	100	0	900	6300	50700	300	3300	1500	63000	63000	0		2010	5000	800	600	1600	15000	25010	88010
Dockyard Boat Shed	100	0	300	300	300	300	2800	1500	5500	5500	0		13800	300	3800	300	2800	1500	22500	28000
Irstead Boat Shed	100	0								0	0									0
John Fox Cottage	70	30	12000	0	0	0	0	0	12000	8400	3600		14320	7600	0	0	0	0	21920	33920
Totals			87220	101000	94740	30440	102960	64175	480535	130567	349968		127120	323265	100840	48090	85070	167595	860125	1340660
							annual contribution			13057	34997									

Ludham Fieldbase the majority of the work in 2017 s/be completed under the lease agreement by the tenant

Hoveton TIC has been allocated £25,000 from Project Development Group for intial repairs

## Launch replacement Strategy

## Appendix 4

Item/ built	Condition	Original schedule	40yr replacement	Comments	Income received from sale	Actual/ Budget replacement cost	valuation date
M/L Yare	Ageing hull and structure requiring £1k extra on refit each year on average, ongoing engine issues including water pump problems 2016	2021	2021/2061			100,000	
M/L Waveney	Ageing hull and structure, problems ongoing after initial build with checkerboarding on top of wood leading to rotting, ongoing engine problem and general wear and tear in 2016, problems with gear linkages. Priority to be reviewed.	2018	2025/ 2065			100,000	
M/L Ant	Hull and structure in fair condition, some wear and tear, steering cam replaced 2016	2029	2028/ 2068			100,000	
M/L Wensum	Hull and structure in good condition, ongoing intermittent problems with gear linkages 2016	2025	2031/ 71			100,000	
Charles Collier 1997	15yrs old. Hull and structure in good condition, electrics associated with electric engine need replacing, in 2016 refit	2035	2037 / 2077	assessment on batteries for electric engine to be reviewed		100,000	
Spirit of Breydon 2013	new 2013	2050	2046/ 2093			120,000	2013
Martin Broom 2013	Good	2050	2053 / 2093			85,288	2013
Aiken Clark 2016	Good	-	2056/ 2096			102,983	2016
M/L Chet				SOLD	13,332.50		
M/L Thurne				SOLD	14,583.33		
M/L Barton				SOLD	11,666.67		

**Consolidated Income and expenditure 1 April to 30 November 2016**  
Report by Head of Finance

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

**Recommendation:** That the income and expenditure figures be noted.

**1 Introduction**

1.1 This report covers the Consolidated Income and Expenditure from 1 April – 30 November 2016.

**2 Overview of Actual Income and Expenditure**

Table 1 – Actual Consolidated I&E by Directorate to 30 November 2016

	<b>Profiled Latest Available Budget</b>	<b>Actual Income and Expenditure</b>	<b>Actual Variance</b>
Income	(5,510,039)	(5,496,413)	- 13,626
Operations	2,419,772	2,237,391	+ 182,380
Planning and Resources	1,981,367	1,773,896	+ 207,471
Chief Executive	298,562	293,961	+ 4,602
Projects, Corporate Items and Contributions from Earmarked Reserves	(207,047)	(133,295)	- 73,752
<b>Net (Surplus) / Deficit</b>	<b>(1,017,384)</b>	<b>(1,324,459)</b>	<b>+ 307,075</b>

2.1 Core navigation income is behind of the profiled budget at the end of month eight. The overall position as at 30 November 2016 is a favourable variance of £307,075 or 30.18% difference from the profiled LAB. This is principally due to:

- An overall adverse variance of £13,505 within toll income:
  - Hire Craft Tolls £25,158 below the profiled budget
  - Private Craft Tolls £13,973 above the profiled budget
- A favourable variance within Operations budgets relating to:
  - Equipment, vehicle and vessels is under profiled budget by £36,623 due to timing differences on the reserve expenditure on the small tools replacement and new vehicle

- Water Management is under profiled budget by £18,584 due to timing differences on the Hickling project
- Land Management is under profiled budget by £10,950 due to timing differences
- Practical Maintenance is under the profiled budget by £69,271 due to timing differences on the Cockshoot re-piling
- Ranger Services is under profiled budget by £10,818 mainly due to the trial of the revised Ranger structure
- Safety is under the profiled budget by £13,010 due to delays in a vehicle replacement
- Asset Management is under profiled budget by £12,187 due to additional income being received
- Premises is under profiled budget by £11,541 due to timing differences
- A favourable variance within Planning and Resources budgets relating to:
  - Strategy and Projects is under profiled budget by £109,359 due to timing differences on the Local Plan and the Landscape Architect. Additional income from the Catchment Partnership and Tesco has also been received. This may require a carry forward at year end
  - Project Funding is under profiled budget by £36,159 due to the difficulties of profiling the project pot budget because of the uncertain nature of when projects will be submitted and spent
  - Heritage Lottery Fund (Landscape Partnership) is above profiled budget by £10,002 due to income being slightly behind profile. This has been offset by lower expenditure
  - Communications is behind profiled budget by £19,467 due to additional income being received following the Tesco Bags of Help and timing differences on the website
  - ICT is behind profiled budget by £26,083 due to savings on the photocopier leases and timing differences
  - Planning and Resources Management and Administration is under profiled budget by £12,172 due to the new franking machine contract which has come in cheaper and other small scale savings. Additional income has also been received for staff recharges

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

### 3 Latest Available Budget

3.1 The Authority's income and expenditure was being monitored against the latest available budget (LAB) in 2016/17. 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. Details of the movements from the original budget are set out in Appendix 2.

Table 2 – Adjustments to Consolidated LAB

	Ref	£
Original budget 2016/17 – deficit	Item 12	10,347

	18/03/16 (BA)	
Approved budget carry-forwards	Item 13 13/05/16 (BA)	26,031
<b>LAB at 30 November 2016 – deficit</b>		<b>36,378</b>

#### 4 Overview of Forecast Outturn 2016/17

- 4.1 Budget holders have been asked to comment on the expected expenditure at the end of the financial year in respect of all the 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	£
<b>Forecast outturn deficit per LAB</b>	<b>36,378</b>
Previously reported adjustments 18/11/16	(62,166)
Increase to Hire Craft Income	(358)
Decrease to Private Craft Income	1,924
Increase to Water Management Expenditure for EA contribution towards Hickling Project	10,000
Increase to Practical Maintenance Expenditure for Dingy Park works	2,200
Increase to Asset Management Income	(7,100)
Decrease to Project Funding Expenditure	(5,500)
Increase to Insurance Expenditure for additions to policy in year for the new launch, wherry and change in rates of Insurance Premium Tax	9,000
Decrease to Planning, Resources Management & Admin Expenditure	(8,000)
Increase to Legal Expenditure	17,500
<b>Forecast outturn surplus as at 30 November 2016</b>	<b>(6,122)</b>

- 4.2 The main reason for the difference between the forecast outturn and the LAB is the change in predictions for navigation toll income and interest. There is also additional income predicted for planning income and a number of smaller savings within other budgets.

#### 5 Reserves

Table 4 – Consolidated Earmarked Reserves

	<b>Balance at 1 April 2016</b>	<b>In-year movements</b>	<b>Current reserve balance</b>
--	--------------------------------	--------------------------	--------------------------------

	£	£	£
Property	(360,603)	(77,000)	(437,603)
Plant, Vessels and Equipment	(302,225)	(10,372)	(312,597)
Premises	(201,675)	(9,249)	(210,924)
Planning Delivery Grant	(290,865)	100,862	(190,003)
Upper Thurne Enhancement	(56,552)	(20,787)	(77,338)
Section 106	(76,469)	(31,972)	(108,440)
Heritage Lottery Fund	(55,956)	(7,187)	(63,143)
<b>Total</b>	<b>(1,344,343)</b>	<b>(55,705)</b>	<b>(1,400,048)</b>

5.1 £705,332 of the current reserve balance relates to navigation reserves.

## 6 Summary

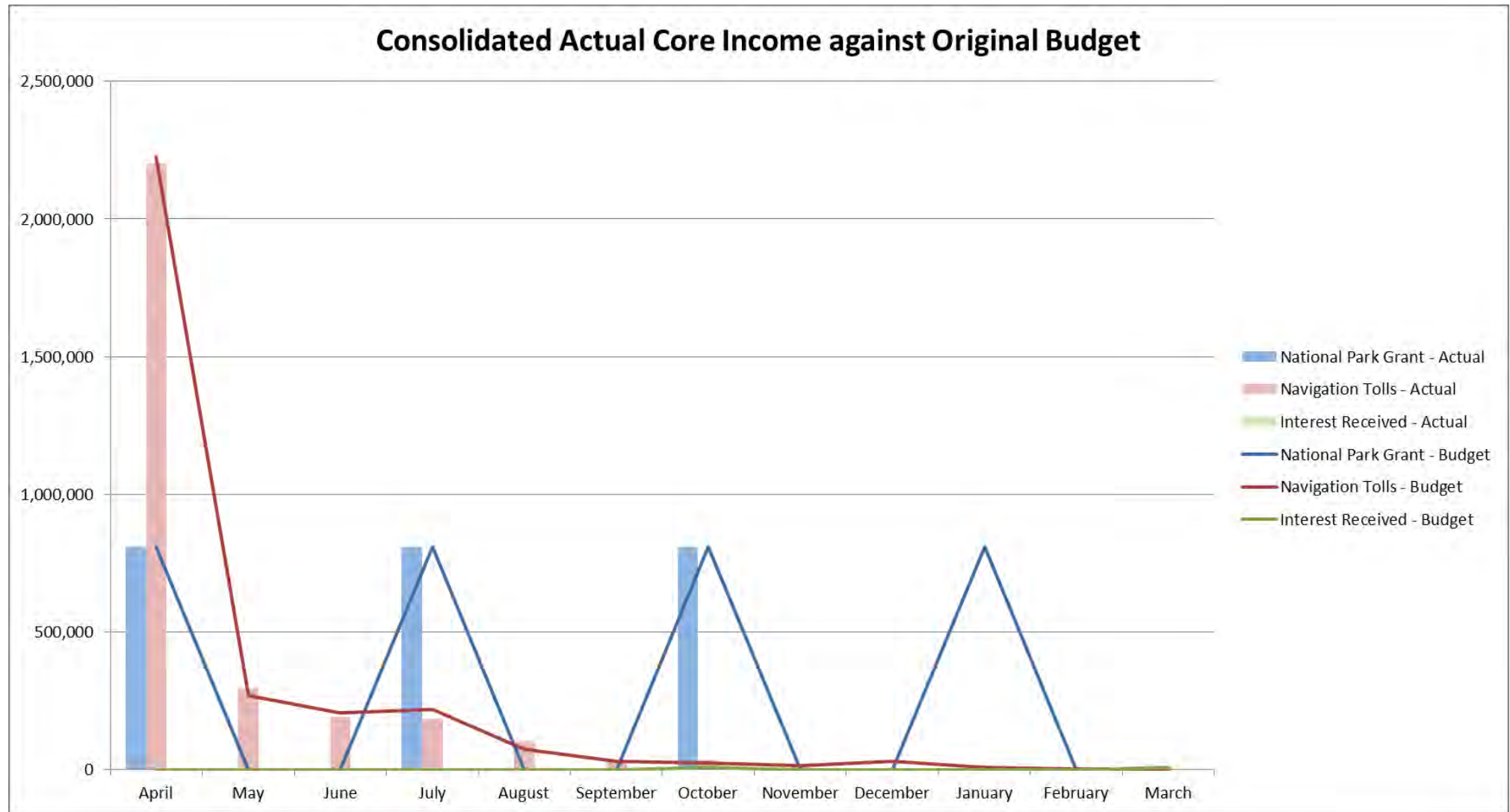
6.1 The current forecast outturn position for the year suggests a surplus of £24,924 for the national park side and a deficit of £18,802 on navigation resulting in an overall surplus of £6,122 within the consolidated budget, which would indicate a general fund reserve balance of approximately £1,069,000 and a navigation reserve balance of approximately £314,000 at the end of 2016/17 before any transfers for interest. This will mean that the navigation reserve will be just at the recommended level of 10% of net expenditure during 2016/17.

Background papers: None

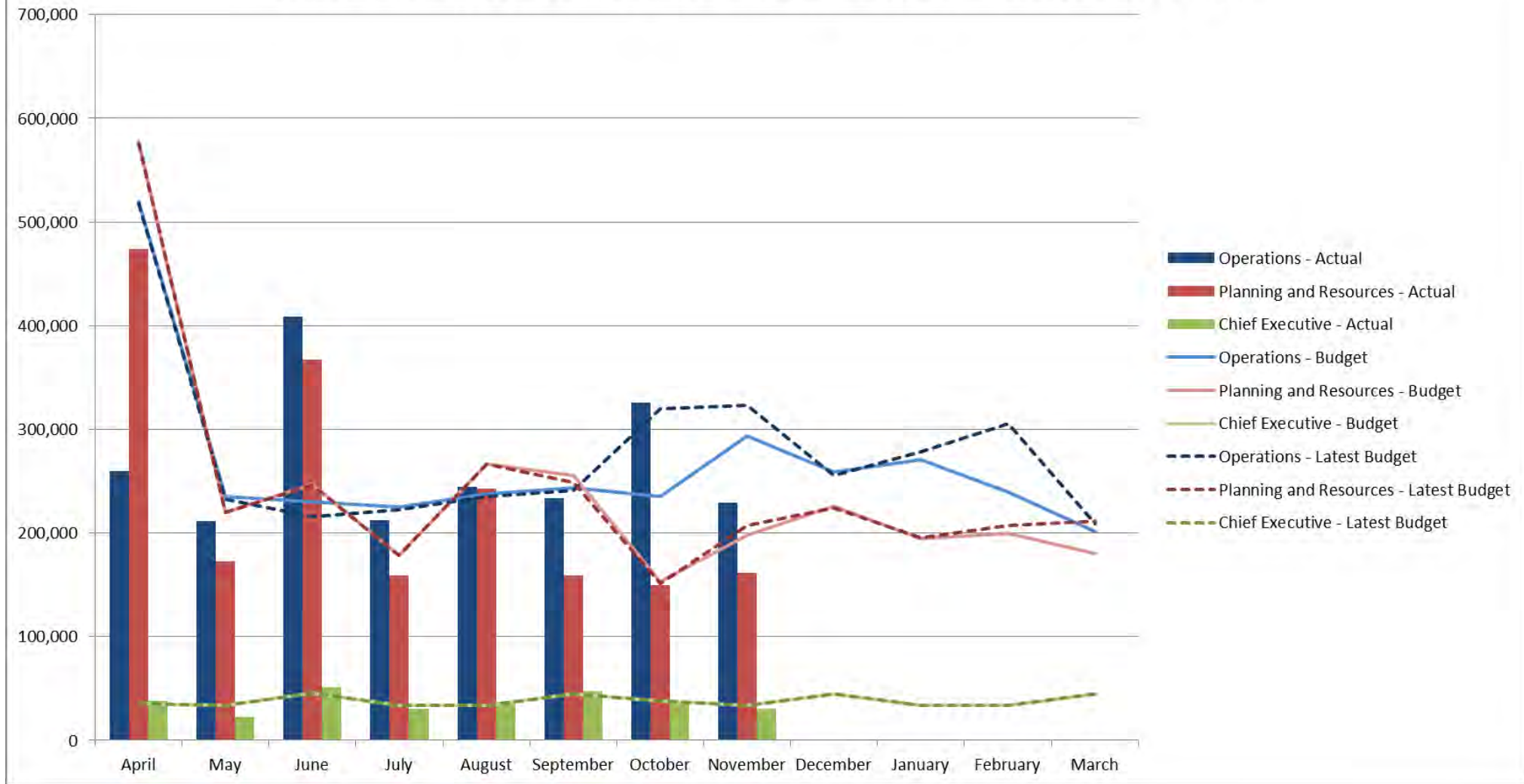
Author: Emma Krelle  
Date of report: 4 January 2017

Broads Plan Objectives: None

Appendices: APPENDIX 1 – Consolidated Actual Income and Expenditure Charts to 30 November 2016  
APPENDIX 2: Financial Monitor: Consolidated Income and Expenditure 2016/17



### Consolidated Net Actual Expenditure against Original and Latest Budget



To 30 November 2016

Budget Holder

(All)

Row Labels	Values				
	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Income	(6,373,641)		(6,373,641)	(6,346,106)	-27,535
National Park Grant	(3,243,802)		(3,243,802)	(3,243,802)	0
Income	(3,243,802)		(3,243,802)	(3,243,802)	0
Hire Craft Tolls	(1,079,000)		(1,079,000)	(1,053,842)	-25,158
Income	(1,079,000)		(1,079,000)	(1,053,842)	-25,158
Private Craft Tolls	(1,972,000)		(1,972,000)	(1,974,623)	2,623
Income	(1,972,000)		(1,972,000)	(1,974,623)	2,623
Short Visit Tolls	(40,089)		(40,089)	(40,089)	0
Income	(40,089)		(40,089)	(40,089)	0
Other Toll Income	(18,750)		(18,750)	(18,750)	0
Income	(18,750)		(18,750)	(18,750)	0
Interest	(20,000)		(20,000)	(15,000)	-5,000
Income	(20,000)		(20,000)	(15,000)	-5,000
Operations	3,347,498	163,430	3,510,928	3,476,453	34,475
Construction and Maintenance Salaries	1,122,050	0	1,122,050	1,122,050	0
Salaries	1,122,050	0	1,122,050	1,122,050	0
Expenditure			0		0
Equipment, Vehicles & Vessels	419,833	166,000	585,833	564,588	21,245
Income	0		0	(500)	500
Expenditure	419,833	166,000	585,833	565,088	20,745
Water Management	147,500		147,500	141,000	6,500
Income	0		0	(16,500)	16,500
Expenditure	147,500		147,500	157,500	-10,000
Land Management	(38,000)		(38,000)	(38,000)	0
Income	(95,000)		(95,000)	(95,000)	0
Expenditure	57,000		57,000	57,000	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Practical Maintenance	419,200		419,200	419,900	-700
Income	(9,000)		(9,000)	(10,500)	1,500
Expenditure	428,200		428,200	430,400	-2,200
Ranger Services	721,315		721,315	721,315	0
Income	(47,000)		(47,000)	(47,000)	0
Salaries	596,860		596,860	596,860	0
Expenditure	171,455		171,455	171,455	0
Pension Payments			0		0
Safety	125,600		125,600	123,650	1,950
Income	(9,000)		(9,000)	(1,000)	-8,000
Salaries	59,600		59,600	62,000	-2,400
Expenditure	75,000		75,000	62,650	12,350
Asset Management	151,280	2,880	154,160	150,680	3,480
Income	(1,000)		(1,000)	(8,100)	7,100
Salaries	41,530	2,880	44,410	48,030	-3,620
Expenditure	110,750		110,750	110,750	0
Premises	152,170		152,170	152,170	0
Income	(20,000)		(20,000)	(20,000)	0
Expenditure	172,170		172,170	172,170	0
Operations Management and Administration	126,550	(5,450)	121,100	119,100	2,000
Income	0		0	(2,000)	2,000
Salaries	114,050	(5,450)	108,600	108,600	0
Expenditure	12,500		12,500	12,500	0
Planning and Resources	2,738,835	38,159	2,776,995	2,749,540	27,455
Development Management	249,550	6,710	256,260	259,610	-3,350
Income	(60,000)		(60,000)	(80,000)	20,000
Salaries	284,550	6,710	291,260	291,260	0
Expenditure	25,000		25,000	48,350	-23,350
Pension Payments			0		0
Strategy and Projects Salaries	286,990	(4,140)	282,850	282,850	0
Income	(3,500)		(3,500)	(3,500)	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Salaries	202,490	(4,140)	198,350	198,350	0
Expenditure	88,000		88,000	88,000	0
Biodiversity Strategy	10,000	600	10,600	10,600	0
Income			0		0
Expenditure	10,000	600	10,600	10,600	0
Strategy and Projects	113,030	24,989	138,019	138,019	0
Income			0		0
Salaries	76,530		76,530	76,530	0
Expenditure	36,500	24,989	61,489	61,489	0
Waterways and Recreation Strategy	144,460		144,460	144,460	0
Salaries	69,960		69,960	69,960	0
Expenditure	74,500		74,500	74,500	0
Project Funding	105,500		105,500	100,000	5,500
Income	(19,000)		(19,000)	(19,000)	0
Expenditure	124,500		124,500	119,000	5,500
Pension Payments			0		0
Partnerships / HLF	50,000		50,000	50,000	0
Income	(231,846)		(231,846)	(231,846)	0
Salaries	48,960		48,960	48,960	0
Expenditure	232,886		232,886	232,886	0
Volunteers	66,620		66,620	66,620	0
Income	(1,000)		(1,000)	(1,000)	0
Salaries	47,620		47,620	47,620	0
Expenditure	20,000		20,000	20,000	0
Finance and Insurance	337,750		337,750	348,500	-10,750
Income			0		0
Salaries	137,750		137,750	139,500	-1,750
Expenditure	200,000		200,000	209,000	-9,000
Communications	268,250	23,700	291,950	291,950	0
Income			0		0
Salaries	188,750		188,750	188,750	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Expenditure	79,500	23,700	103,200	103,200	0
Visitor Centres and Yacht Stations	214,930		214,930	214,930	0
Income	(232,500)		(232,500)	(232,500)	0
Salaries	315,430		315,430	315,430	0
Expenditure	132,000		132,000	132,000	0
Collection of Tolls	122,230		122,230	122,230	0
Salaries	109,530		109,530	109,530	0
Expenditure	12,700		12,700	12,700	0
ICT	300,117	(13,700)	286,417	278,217	8,200
Salaries	143,730		143,730	143,730	0
Expenditure	156,387	(13,700)	142,687	134,487	8,200
Premises - Head Office	254,548		254,548	241,693	12,855
Expenditure	254,548		254,548	241,693	12,855
Planning and Resources Management and Administration	214,860		214,860	199,860	15,000
Income	0		0	(7,000)	7,000
Salaries	133,660		133,660	133,660	0
Expenditure	81,200		81,200	73,200	8,000
Chief Executive	454,630	442	455,072	458,572	-3,500
Human Resources	117,730	442	118,172	119,542	-1,370
Income			0		0
Salaries	58,230		58,230	59,600	-1,370
Expenditure	59,500	442	59,942	59,942	0
Legal	109,970		109,970	114,400	-4,430
Income	0		0	(2,500)	2,500
Salaries	49,970		49,970	36,900	13,070
Expenditure	60,000		60,000	80,000	-20,000
Governance	123,290		123,290	120,990	2,300
Salaries	69,090		69,090	69,090	0
Expenditure	54,200		54,200	51,900	2,300
Chief Executive	103,640		103,640	103,640	0
Salaries	103,640		103,640	103,640	0

Row Labels	Original Budget (Consolidated)	Budget Adjustments (Consolidated)	Latest Available Budget (Consolidated)	Forecast Outturn (Consolidated)	Forecast Outturn Variance (Consolidated)
Expenditure			0		0
Projects and Corporate Items	137,000		137,000	137,000	0
Corporate Items	137,000		137,000	137,000	0
Pension Payments	137,000		137,000	137,000	0
Contributions from Earmarked Reserves	(293,975)	(176,000)	(469,975)	(481,580)	11,605
Earmarked Reserves	(293,975)	(176,000)	(469,975)	(481,580)	11,605
Expenditure	(293,975)	(176,000)	(469,975)	(481,580)	11,605
<b>Grand Total</b>	<b>10,347</b>	<b>26,031</b>	<b>36,378</b>	<b>(6,122)</b>	<b>42,500</b>

**External Funding Update**  
Report by Chief Executive,  
Director of Operations and Head of Strategy and Projects

**Summary:** This report updates Members on the recent progress made in developing an approach to securing more funding and support from external sources.

**Recommendations:**

- (i) Approves the submission of the CANAPE bid with the Broads Authority as the lead partner, the commitment towards the matched funding and recognition that if successful this will divert some of the Authority's practical work towards the implementation of the Vision for Hickling Broad.
- (ii) Establishes a Member Working Group with the task of developing a draft medium term external funding strategy whose aim is to support the delivery of the Broads Authority's priority activities in the new Broads Plan.

## **1 Introduction**

- 1.1 In July 2016 the Authority adopted the following set of priorities for external funding:

### ***National Priorities***

1. Continue to support the work of National Parks UK in raising the profile of the 15 National Parks.
2. Support National Park Partnerships in their ambitions with the corporate sector and be prepared to react quickly and professionally to opportunities that may present themselves.
3. Respond positively to a collaborative initiative regarding other fund raising opportunities.

### ***Local Priorities***

1. **Top priority is** to ensure the Stage 2 bid for 'Water, Mills and Marshes' Landscape Partnership is successful and implementation happens in full
2. **Second Priority** is to develop a strong and productive relationship with the Norfolk and Suffolk Broads Charitable Trust for mutual benefit. Define a way of working together and establish a programme of collaboration for the short and longer term

3. **Third Priority** is to use the review of the Broads Plan to identify the priorities for action by the Broads Authority over the coming five years to make the Broads better which will form the core of an external funding strategy.
  4. **Fourth Priority** is to continue to develop the potential European funding bid for Hickling – CANAPE - and to support Natural England/England Biodiversity Group's Wet Grassland bid for EU Life and HLF funding.
  5. **Fifth Priority** is to complete the internship and produce a portfolio of information about potential supporters and 'appeal information' sharing this with the Norfolk and Suffolk Broads Charitable Trust to inform future collaborative activities.
- 1.2 There was also the suggestion that after submission of the HLF Landscape Partnership Scheme Stage 2 application in May 2017, there will be an opportunity to use the following six months to work up some additional significant project bids and an overall external funding strategy which would steer the Authority's short and longer term options. This is likely to tie into ideas from National Park UK for a long term collaborative approach.
- 1.3 This report identifies the progress made against each of these priorities, takes on board the feedback from members at the recent Business Plan Workshop and the recent Internal Audit and proposes that a Member Working Group be established to work on the development of an external funding strategy to support the delivery of the new Broads Plan. A key decision is required on the submission of the CANAPE bid for European funding towards the implementation of the Hickling Vision.

## 2 Progress on National Priorities – National Park Partnerships

- 2.1 NPP has been following up on a number of leads across different commercial sectors. The key points from the attest briefing are:
- (i) NPP has been comparing two strong offers from companies to be the National Parks 'official outdoor apparel supplier' (or similar title), and expect to have news on latest developments in February.
  - (ii) Discussion is on-going with two major tourism companies around the possibilities of working with a partner in the holiday/rental sector. Discussions are continuing this month.
  - (iii) Talks with a major retailer of bicycles are continuing with a further meeting this month.
  - (iv) NPP together with NPUK is planning to make an application to the Heritage Lottery Fund for a 'Resilience' grant aimed at building central capacities to bring benefit to the National Park family. It is planned to submit a project enquiry form in January and to make a full application in March/April.

- 2.2 Members will be aware from a previous meeting that the National Parks Partnership helped introduce a discussion with one of the major food retailers. These discussions were successful and the Authority has received £41,667 which it will be using to boost its catchment activity with farmers. The funds for an initial period of two years will enable a dedicated adviser to share best practice and fund exemplar schemes to retain nutrients in the soil helping production costs and water quality.
- 2.3 In January 2015 the Authority approved an initial investment of £10,000 towards the development of National Parks Partnership and made provision in 2015/16 for the potential need for a second payment of £10,000. This second tranche of money will be paid this year to provide the Partnership with sufficient working capital.
- 2.4 National Park Authorities are increasingly working together on external funding bids. One example is an Expression of Interest for £1m which has just been submitted to Discover England Fund. A copy of the bid is included in Appendix 1 for Members information.

### **3 Top Local Priority - 'Water, Mills and Marshes' Landscape Partnership**

- 3.1 Following the Stage 1 approval for Water, Mills and Marshes, the next key date is the submission of the Stage 2 bid in May 2017 which if successful will enable spending of the £4M+ from 2018.
- 3.2 The interim review meeting with Heritage Lottery Fund went very well and the monitoring officers are pleased with progress and supportive of the evolution of the suite of projects. A final draft submission summary will be available for members at their March meeting.

### **4 Second Priority - Norfolk and Suffolk Broads Charitable Trust**

- 4.1 Following very positive discussions with the Trust a statement of intent outlining how the Authority will work with the Trust is ready for signing. This will seek to use the strengths of each organisation to the best advantage of the Broads. The Authority has provided some development funds to help the Trust grow its Visitor Giving Scheme and increase its grant income base. It has also supported the creation of an appeal leaflet to be distributed to boat owners with the next Broad Sheet.
- 4.2 The Norfolk and Suffolk Broads Trust is also one of around 15 small Trusts operating in the Broads who are joining a training initiative funded by the Broads Authority to help develop their Trusts' strategic fund raising planning and explore the opportunities for collaborative working. The initial training day will take place on 17 February 2017.

## **5 Third Priority – Developing a Strategy to Fund Implementation of the new Broads Plan**

- 5.1 It is important that external funding applications and development aligns closely with the new medium term Broads Plan priorities and supports the delivery of annual strategic priorities. A useful discussion was had at the recent Members' workshop on business planning but there is a need for further consideration of the relationship with the Broads Plan.
- 5.2 By focussing on the medium term a funding strategy can take account of the level of existing commitment to work programmes and external funding and look ahead to when staff resources can be re-directed to new goals. A wide range of objectives will be placed in the Broads Plan (for the Authority and its partners) but not all of them will have the necessary resources identified. A working group's objectives would therefore be directed at the needs already identified (and evidenced) and consider how the right foundations can be established that would allow the best chance of developing appropriate external funding approaches. These can often take a number of years and allows the deployment of necessary resources as the processes solidify and become more likely.
- 5.3 The key lessons from the Tolls Review Group were recognition that continuity of attendance is important, a willingness to undertake work outside meetings and the time commitment can be considerable (in the case of the TRG it amounted to over 400 hours per person over a year). It is not envisaged that this member group would be as intense but it is important that members recognise the level of commitment required. It is suggested that the terms of reference for the working group would be on the following lines:

**Title:** External Funding Working Group

**Task:** the development of a medium term strategy for accessing external funding including commercial activity to support the implementation of Broads Plan 2017.

**Timescale:** Complete its work in time such that it can deliver a Draft Strategy for consideration by the Broads Authority in September 2017.

**Membership:** around five Members of the Broads Authority supported by appropriate officers. It is suggested that priority should be given to those members with experience in this area and that Members with an interest in joining the Group approach the Chair of the Authority with a view to her convening a first meeting in February.

## **6 Fourth Priority – CANAPE - European funding bid for Hickling**

- 6.1 An Expression of Interest submitted by the Broads Authority and its European Partners has been approved for the CANAPE project. 'Creating a New Approach to Peatland Ecosystems' if successful and subject to various consenting procedures, will allow the Authority to further its delivery of the Hickling vision, by improving the littoral margins in Hickling broad, reusing

dredged material and improving habitats. An additional part of the project is to explore the potential for reuse of fen materials such as via composting or biofuels, which would assist the Authority in its fen management and create carbon benefits.

- 6.2 Following a workshop in London on 15-16 December at which the Broads Authority was confirmed as Lead Partner and the partnership was revised to include a Danish organisation, the next step is to submit a full application by the end of this month. Whilst this opportunity would bring significant funding to the Authority (the Broads Authority's element of the project currently stands at approximately €1.262 million of which €631,000 (50%) would be funded by Interreg, although detailed work is currently ongoing which may alter this figure slightly) it should be noted that there are also resource implications for other work.
- 6.3 Firstly, the match funding required for this project will require a continuation of the £60,000 budget per year for a further four years beyond 2017/18 (shared 50/50 National Park/Navigation). Secondly, the major part of the project is to build a new island and create protected water space from the indicative Vision Plan signed off by members previously. This will require a substantial commitment in the Construction Maintenance and Environment work programme both for the construction of the perimeter, and ongoing dredging to fill the island to required standards to achieve the habitat improvements. This is beneficial to the project in funding terms, as the staff time can be used as part of the match required, but it will also have consequences for the delivery of dredging work elsewhere in the system as time will have to be programmed in for this work which is not currently accounted for in the 5 year forward plan.
- 6.4 Following the withdrawal of the RSPB as the lead partner (as they could not guarantee finding their match funding given other projects they have going forward), the partnership has been investigating alternatives. Other partners do not feel they have the capacity and expertise to take on this role. Although bringing in a new partner as a lead has been explored, relevant bodies have either not been close enough in terms of desired outcomes or wanted too high a proportion of the overall budget to be realistic. This has led to the Authority discussing with officers of Norfolk County Council (who are providing the secretariat to another Interreg fund and so are developing strong internal expertise in this field) how they might be able to help. The County Council has been contracted to undertake the bid writing and could also tender for providing project management support should the bid be successful. (See section 10 for the risk analysis around this decision).
- 6.5 A decision on the application would be made in early summer 2017, with the first expenditure able to be made in January 2018. As with the PRISMA project, all claims are made in arrears. This creates a minor cash flow management issue. It is proposed that the Vessel and Equipment Reserve be used to fund the work initially, with claimed income used to replace the Reserve in full at the end of the project. The Navigation Committee was

consulted on the bid on 15<sup>th</sup> December and unanimously supported its submission.

- 6.6 The Natural England led national bid for funds to help wet grasslands has been through a number of iterations following the Brexit decision as a major element of the bid was to be European LIFE funding. The current view is that with the UK Government's commitment to honour live European Funding offers made before leaving the European Union, a national bid may again be worth developing. Preliminary thinking is that benefits in the Broads are likely to be directed at NGOs' sites and so the level of involvement from the Broads Authority is probably going to be relatively slight.

## **7 Fifth Priority – Developing a portfolio of information on potential supporters**

- 7.1 Our 12 week intern completed a very useful review of potential grant making trusts, setting up a database that can be interrogated through key words. Examples were also created for a number of indicative projects to help officers get a feel for the potential and what would be needed in an application. Some initial work looking at potential business supporters was also completed.
- 7.2 This information will provide some of the content that is being shared with the smaller local charitable trusts in the training initiative. This may lead to collaborative work approaching regional businesses that would not feature in the work of the National Parks Partnership.

## **8 Other Progress**

### **8.1 *Broads Reed and Sedge Cutters Association (BRASCA)***

The Authority's Landscape Partnership Project Officer worked with BRASCA to help it secure a £35k grant from The Prince's Countryside Trust to fund training and equipment and continue with the support to help the Members of the Association meet their aim of being a stable, effective and financially sustainable Association providing useful support to all their members.

### **8.2 *Commercial opportunities***

Following the success of introducing sales of ice creams at Authority visitor centres, there is a desire to consider whether any other commercial income can be established. With limited land and property the opportunities are not obvious but following the successful establishment of an electric boat hire business by the Lake District NPA the Broads Authority may explore a similar opportunity.

## **9 Internal Audit Report**

- 9.1 In December an Assurance Review of External Funding, and in particular the Broads Landscape Partnership Scheme and National Parks Partnership was carried out. A copy of the report is included in Appendix 3. The objective of the audit was to review the systems and controls in place within External Funding. The Authority was given a "Reasonable Assurance" that the systems

and controls are operating adequately, effectively and efficiently. Members will see that the audit made a number of helpful suggestions which have all been acted upon.

## **10 Risk Analysis**

- 10.1 The report in July last year identified potential reputational and operational risks associated with external funding which have been incorporated into the following risk analysis in Appendix 4.

## **11 Conclusion**

- 11.1 Looking at the priorities set in July 2016 the Authority has made good progress against its top two priorities, the HLF Mills and Marshes Project and in developing a closer relationship with the Broads Charitable Trust. It has also had notable successes on other fronts including the first commercial sponsorship from the National Park Partnerships initiative, the Expression of Interest for CANAPE and helping secure £35,000 for BRASCA. The proposed next step is a medium term strategy to help deliver the Broads Plan.

Background papers: None

Author: John Packman, Trudi Wakelin and Simon Hooton  
Date of report: 30 December 2016

Broads Plan Objectives: None

Appendices: APPENDIX 1 – National Park Expression of Interest  
APPENDIX 2 – Hickling Vision Indicative Map  
APPENDIX 3 - Internal Audit Report  
APPENDIX 4 - Risk Analysis

### VISIT ENGLAND: DISCOVER ENGLAND FUND – Two Year Project (Expression of Interest)

**Working title:** Make great memories in England's National Parks and Countryside

**Product theme / geographical coverage:** From the north east to the south west of England our National Parks already host a fifth of all rural tourism spend in England. All ten National Parks aim to simplify the ability for international visitors to research, book and immerse themselves in inspiring and authentic countryside experiences.

**Summary:**

National Parks are the most iconic, awe-inspiring landscapes of the English countryside. Internationally unique, people have lived in these landscapes for centuries creating distinct cultures, traditions and food, rich archaeology, nature and space to experience the tranquillity and wildness of England's countryside. Unlike many National Parks across the world, our parks are free to enter and are relatively accessible from town and city destinations. Our project will showcase the authentic local welcome to England's countryside by delivering:

- An online portal for bookable experiences in England's National Parks and their influence areas; integrating guided experiences with high quality accommodation, locally distinctive food & drink and transport.
- Identify and enhance existing guided experiences in the Parks delivered by the private sector, ensuring it is easily bookable online by independents and through the travel trade.
- Create new bookable guided experiences in each park led by National Park Rangers and volunteers, maximising the value of international Ranger brand and utilising the people who keep the Parks special as authentic ambassadors for our places.
- Local ambassador training to improve the welcome for international visitors in our communities. Sense of place marketing toolkits which focus on international audiences and improve provision of multi-lingual resources for visitors.
- Awareness-raising activity in international markets. Working with VisitBritain and DMOs to engage with the travel trade and a global technology partner to create a virtual experience which generates wider global awareness.

**Project rationale:**

**Creating focus**

We aim to make it easier for Outdoor Enthusiasts, Cultural Adventurers and Mature Experience Seekers to soak up the culture, local heritage and landscape of our National Parks. The project primarily falls into the categories of 'Scenery and Rural Life' and 'Outdoor Leisure'; we also expect to generate some additional interest in 'Action & Challenge'. The market opportunity guidance shows a high level of interest and spend from these segments and activities, we have mapped this in **Annex 1**.

Research from the Cool Project (which involved the Broads and Exmoor National Parks), discussions with commercial partners and our identified segments in the market opportunity guidance have shown us that visitors from Germany and Benelux countries seek such authentic experiences, such as: walking, cycling, immersing themselves and learning about the heritage and countryside as free independent travellers. We anticipate this will be our primary audience.

### Maximising impact

We will respond to low visitor awareness and tackle the fragmented nature of the offer of these experiences to join up across our Parks. Among the English National Park family, international awareness varies, we will use familiarity with our most popular locations (e.g. the Lake District National Park) to cross-promote other parks and encourage multi-park itineraries.

Visitors will be able to take virtual journeys through our Parks, be signposted to the best bookable activities, creating new experiences with our guides and local experts. We will simplify the booking process and link this with quality local accommodation, food and drink and transport to get to and around the Parks.

We will make it easier for visitors to purchase experiences within National Parks. Our National Parks are well served for self-guided activities (online and paper guides/maps for walks, bike rides, local heritage), but our guided-experience offer is weaker than our international competitors. Local guides can be found in our National Parks, but they are generally micro-businesses with limited availability and can be challenging to book with online. We will work with existing providers to enhance their product offering and boost capacity.

## Simplification



We will create a portal on the [National Park UK website](#), with links to DMO and National Park websites, that allows visitors to go on a 'journey' that

- \*inspires them with images and video of the stunning and varied landscapes that offer real and personal experiences
- \*enables a virtual exploration of the National Parks to get an understanding of the quality of the landscape, the experiences on offer and to showcase their unique selling points, compared to European National Parks, as living landscapes
- \*enables people to book coherent and developed experiences in advance

## Experience Enhancement



\*Working with the DMOs, local providers and people to develop a wide range of 'unique local' experiences. These will include enriching activities such as using specialist staff and volunteers for Ranger-led activities, local wildlife walks, farm walks, local cookery courses and camping experiences, alongside our more established walking/cycling and outdoor activity experiences. We will also amplify the profile of more unique and surprising experiences international visitors may not expect to find in England, for example, whale-watching near North York Moors, dark sky experiences in Northumberland, Via Ferrata in the Lake District and vineyard tours in the South Downs.

\*The value and appeal will be that visitors are meeting people who care deeply for the places they live and work in and experience aspects of rural life in the English countryside not otherwise experienced.

\*Providers and those associated with ensuring a positive and warm welcome will undergo Ambassador training, equipping them to help bring the landscapes of our National Parks to life with informal but relevant and stimulating information.

## Achievement/Connection



\*The target markets identified will leave with the positive associations of a special welcome and a unique and memorable experience which leaves them feeling more engaged in the destination (feeling like a local!) and positive about England and its varied and unique experiences. This will be enhanced through further marketing of English National Parks sense of place and their distinctiveness.

\*These they will then share through easy-to-book repeat visits, wanting to visit other English National Parks on their next trip and sharing their experiences via social media or directly with family and friends.

### Creating scale

As hero products for England's countryside, National Parks showcase our best countryside and stimulate innovation in rural regeneration. Sharing how we develop distinctive and exceptional visitor experiences with our host communities will inspire other destinations to develop their own opportunities and attract increased rates of return visits to the English countryside. We will explore the opportunity to develop complimentary marketing to the long-haul market with Marketing Peak District and Derbyshire as they develop their Great Walking Trails of England project.

New visitors attracted will experience the breadth and diversity of the English countryside and we would aim to capitalise on this through repeat visits to other rural destinations such as AONBs.

### Key National Park partners:

- All ten of England's National Park Authorities: Northumberland, Lake District, Peak District, Yorkshire Dales, North York Moors, The Broads, New Forest, South Downs, Dartmoor, Exmoor.
- National Parks UK – Communications organisation for the UK National Parks brand and guardians of the [nationalparks.gov.uk](http://nationalparks.gov.uk) website and social media channels.
- National Parks England – Representative body for the ten National Parks in England, providing an effective voice for all ten of England's National Parks to Government.
- National Parks Partnerships LLP – company owned by all 15 of the UK's National Parks to develop successful partnerships with the private sector.

### Commercial Partners:

The National Park family has recently created a new organisation called [National Park Partnerships](#), to help us develop successful commercial partnerships with the private sector. NPP will support the development of high-value partnerships for the project if we are successful in the EOI. By way of example, NPP is close to a partnership with a global partner, who could provide significant international promotion activity for the English National Park family. In addition, the Wyndham Group (owners of Hoseasons and Cottages.com) support this project. The Wyndham group has a significant amount of quality-assessed self-catering accommodation product within all ten of the National Parks. Hoseasons and sister brand Landal Green Parks (establishing on the edge of two of England's National Parks in 2017) have strong appeal to our target audiences in the Benelux

countries and Germany. We appreciate any distribution partner is likely to be subject to procurement.

We would like to work with a high-profile global technology provider to develop virtual experiences of England's National Parks to inspire and attract. The US National Park Service benefitted from significant global exposure by Google in 2016, through [The Hidden Worlds of the National Parks](#). The English National Park family has established contacts within Google from the development of [Google Trekker routes across some National Parks and will look to](#) develop this further.

The National Park family [works closely with Ordnance Survey](#) (OS); as Britain's national mapping agency, they produce quintessentially English mapping of the England's Countryside and have recently developed premium National Park features within their app, [OS Maps](#). OS support our project which will meet with their aims to make England's countryside more enjoyable, accessible and safe. If successful we will work with OS to make England's countryside easier to navigate by international visitors (with use of their digital API), by integrating their digital navigation products into the booking system and making their products more user-friendly for international visitors to England.

#### **Destination Management Organisations:**

Initial support has been secured from most of our DMOs within the time available. We see DMOs as providing a vital link to tourism businesses, and we hope to develop opportunities to integrate existing DMO product databases into any new booking systems to connect the National Park experience to high quality accommodation, and the distinctive local food & drink offer. We have secured initial support from DMOs below highlighted in bold. Approaches to remaining DMOs will be undertaken in stage two.

Northumberland	<b><i>Northumberland Tourism Ltd</i></b>
Lake District	<i>Cumbria Tourism</i>
Peak District	<b><i>Visit Peak District and Derbyshire</i></b>
Yorkshire Dales	<b><i>Welcome to Yorkshire, Cumbria Tourism</i></b>
North York Moors	<i>Visit York, <b>Welcome to Yorkshire</b></i>
The Broads	<b><i>Broads Tourism</i></b>
New Forest	<b><i>New Forest Destination Partnership, Tourism South East, Visit Hampshire</i></b>
South Downs	<b><i>Tourism South East, Visit Chichester, Visit Sussex, Visit Hampshire, Visit Winchester, Sussex-by-Sea, Visit Worthing, Visit Brighton, Visit Eastbourne</i></b>
Dartmoor	<b><i>Visit Dartmoor (ATP)</i></b>
Exmoor	<b><i>Exmoor Tourism, Visit Somerset, North Devon Marketing Board</i></b>

#### **LEPs:**

We will work with Local Enterprise Partnerships so our our Stage Two bid complements their Strategic Economic Plans and complements other investments they are making in the visitor economy. Engagement to date with LEPs around this project has been limited; however, all ten National Park Authorities have strong relationships with their LEPs and we are confident that we can engage with all relevant LEPs in Stage Two. For example D2N2 is a good advocate of promoting the visitor economy.

Northumberland	<i>North East LEP</i>
Lake District	<i>Cumbria LEP</i>
Peak District	<i>D2N2 LEP, Sheffield City Region LEP and StokesStaffs LEP plus others</i>
Yorkshire Dales	<i>York, North Yorkshire and East Riding LEP, Cumbria LEP, Leeds City Region LEP</i>

North York Moors	<i>York, North Yorkshire and East Riding Enterprise Partnership</i>
The Broads	<i>New Anglia LEP</i>
New Forest	<i>Enterprise M3 LEP</i>
South Downs	<i>Enterprise M3, Coast to Capital, South East LEP</i>
Dartmoor	<i>Heart of the South West LEP</i>
Exmoor	<i>Heart of the South West LEP</i>

#### **Delivery Structure:**

- One National Park Authority will be the lead organisation for the programme, this will be agreed if the EOI be successful but is likely to be the Peak District National Park Authority, and will recruit and employ the staff, which will be hosted in regional hubs.

#### **Proposed governance:**

- Programme Board (comprising two representatives from the three Regional Boards and VisitEngland/VisitBritain)
- Three Regional Boards (comprising England's National Park Authorities, DMOs, Local Wildlife Trusts, Local Tourism associations) i.e.
  - Northern Regional Board: Northumberland, North York Moors, Lake District, Yorkshire Dales, Peak District
  - South East Regional Board: Broads Authority, South Downs, New Forest
  - South West Regional Board: Dartmoor, Exmoor

#### **National Parks England Main Contacts:**

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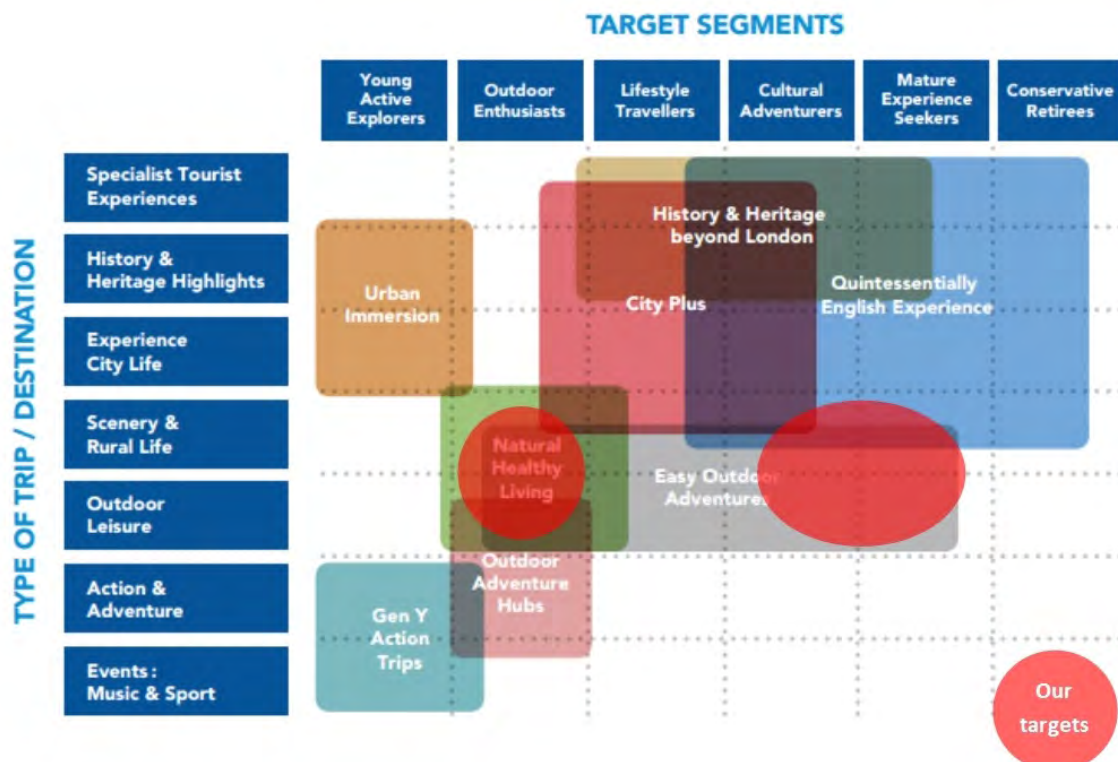
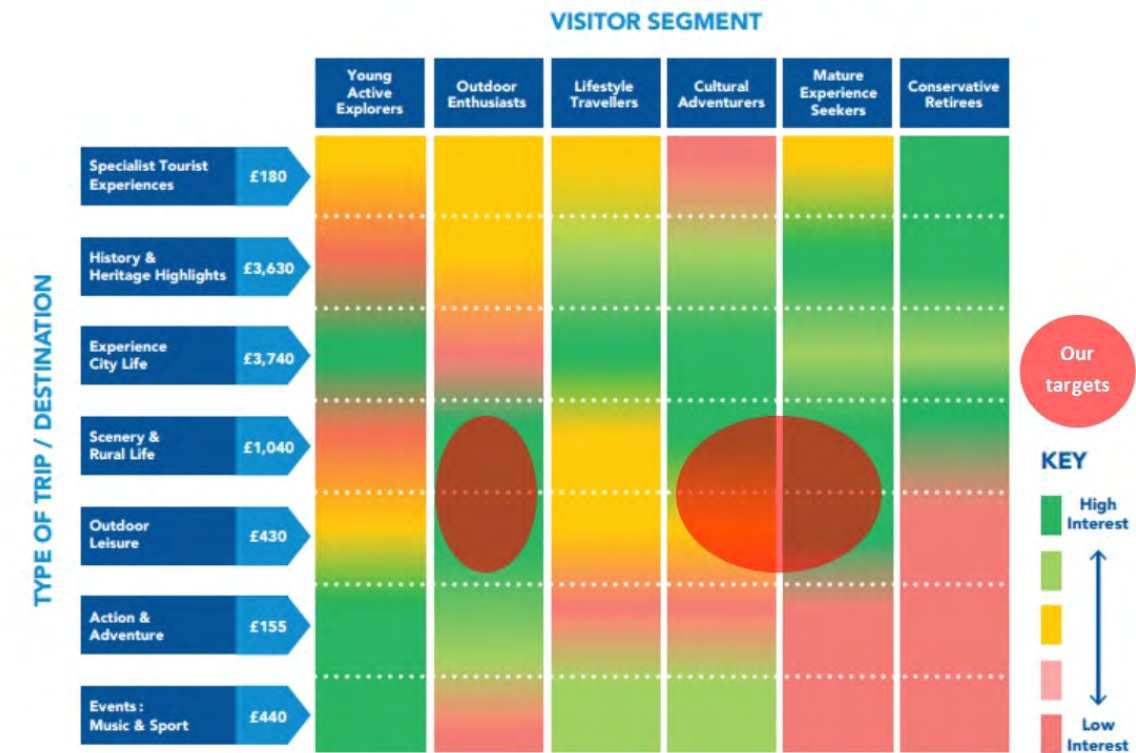
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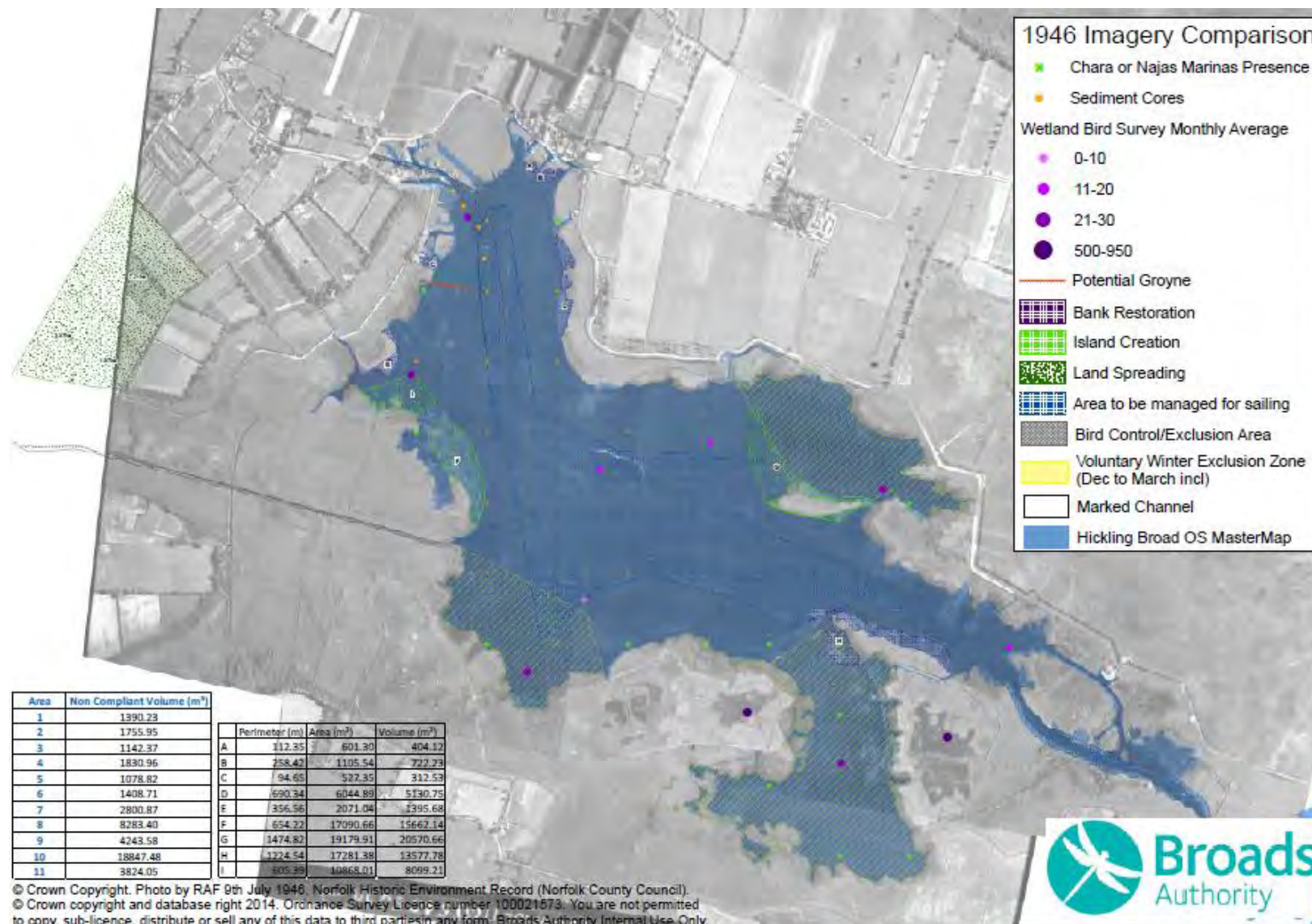
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## Annex 1 – Our target segments



## Hickling Vision indicative plan





## APPENDIX 3

### Broads Authority

### Assurance Review of External Funding – Broads Landscape Partnership and National Parks Partnership

2016/17 (BA/17/01)

FINAL

December 2016

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## Assurance Review of External Funding – Broads Landscape Partnership and National Parks Partnership

### Executive Summary

#### OVERALL ASSURANCE ASSESSMENT



#### ACTION POINTS

Control Area	Urgent	Important	Needs Attention	Operational
Broads Landscape Partnership	0	2	1	0
National Parks Partnership	0	1	1	0
Total	0	3	2	0

#### SCOPE

The objective of the audit was to review the systems and controls in place within External Funding, as detailed in the action points above, to help confirm that these are operating adequately, effectively and efficiently.

## RATIONALE

- The systems and processes of internal control are, overall, deemed 'Reasonable' in managing the risks associated with the Broads Landscape Partnership and National Parks Partnership Audit. The assurance opinion has been derived as a result of three 'important' recommendations and two 'needs attention' recommendations being raised upon the conclusion of our work.

## KEY FINDINGS

### Positive Findings

We found that the Broads Authority has demonstrated the following points of good practice:

- The National Parks Partnership has been set up as a limited liability partnership (LLP), which is a joint venture made up of 15 national parks, including the Broads Authority, for the purpose of engaging with the private sector and gaining commercial sponsorship. This has already resulted in joint working between Tesco and the Broads Authority about potential funding, therefore meeting the Government's drive for the Broads Authority to find new sources of funding for their work.
- An online project management tool called Basecamp is used by the Broads Authority to assist in the project management of the Broads Landscape Partnership. This tool provides a central place to manage projects and includes message boards and comment threads; real-time chat/pings; automatic check-ins; to-do lists; document / file storage and; a centralized schedule.

It is acknowledged there are areas where sound controls are in place and operating consistently:

- Grant conditions for the Heritage Lottery Fund (HLF) Bid (Broads Landscape Partnership) are being met in a timely manner.
- There is a clear governance framework in place for the Broads Landscape Partnership and the Broads Authority is a key member/part of this.
- Clear deliverable/outcomes are in place for the Broads Landscape Partnership, with progress reports presented to the Board each time it meets.
- The Broads Landscape Partnership is project managed using an on line project management tool, which includes a project plan with key dates and budget information involving cash flow/expenditure against budget.

### Issues to be addressed

The audit has highlighted the following areas whereby controls would benefit from being strengthened, and as a result of these findings three 'important' recommendations have been made.

#### **Broads Landscape Partnership**

- To develop procedural guidance for the Broads Landscape Partnership, thereby mitigating the risks of inconsistent practices occurring, inefficient and ineffective processes being applied and disrupted business continuity.
- The risk register and risk management strategy to be reported to the Broads Landscape Partnership Board as a standing agenda item. This should help reduce the risk that the Broads Landscape Partnership objectives are not achieved.

#### **National Parks Partnership**

- The Broads Authority to request that the following items are raised at the National Parks Partnership Management Board: 1) Production of a risk assessment/register; 2) Declarations of interest to be added as a standing agenda item and; 3) The agreement and documentation of standards of conduct for Management Board members. This mitigates the risks that the National Parks Partnership aims are not achieved and there is non-disclosure of interests.

The audit has also highlighted the following areas where two 'needs attention' recommendations have been made.

#### **Broads Landscape Partnership**

- To obtain signed copies of the Broads Landscape Partnership Project Board agreement from Easton & Otley College, Farm Conservation and River Waveney Trust, to help mitigate the risk that some partners do not deliver the scheme as intended.

#### **National Parks Partnership**

- To consider including the National Parks Partnership and Water Sensitive Farming Project with Tesco as separate risks within the next formal review of the Strategic Risk Register by the Management Forum. This would help highlight and subsequently reduce the key risks involved in these projects where, for example, there is significant potential for reputational risk.

## Report Findings and Management Action Plan

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### INTRODUCTION

1. This review was carried out in October 2016 as part of the planned internal audit work for 2016/17. Based on the work carried out an overall assessment of the overall adequacy of the arrangements to mitigate the key control risk areas is provided in the Executive Summary.

### KEY FINDINGS & ACTION POINTS

2. The key control and operational practice findings that need to be addressed in order to strengthen the control environment are set out in the Management and Operational Effectiveness Action Plans. Recommendations for improvements should be assessed for their full impact before they are implemented.

### SCOPE

3. The objective of the audit is to review the systems and controls in place to help confirm that these are operating adequately, effectively and efficiently. The audit covered the business plan, governance arrangements, financial planning and monitoring.

### MATERIALITY

4. The Broads Landscape Partnership has received an earmarked grant of £2,437,500 from the Heritage Lottery Fund (HLF) through its Landscape Partnership (LP) programme for the Water, Mills and Marshes project. Development funding of £226,000 has also been awarded to help the partnership progress its plans to apply for the full grant for the delivery phase which is envisaged to run from January 2018 to June 2022.

The National Parks Partnership has been set up as a limited liability partnership (LLP) endorsed by the Broads Authority on 22 January 2016. This is a joint venture made up of 15 national parks, including the Broads Authority, for the purpose of engaging with the private sector and gaining commercial sponsorship.

## Management Action Plan

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	<u>Broads Landscape Partnership</u> - There are no documented procedures in place for the Broads Landscape Partnership.	<p><b>Recommendation 1</b> - To develop procedural guidance for the Broads Landscape Partnership. This procedure should cover the administrative processes, including project management, governance, systems used such as base camp, and the staff involved.</p> <p>The procedures should be version controlled.</p> <p><b>Rationale &amp; risk:</b> The compilation of such procedural guidance would enable a consistent approach to be applied with the day to day management of the service. Procedures can also be used as a training tool and to highlight process improvements and efficiencies. This will help to mitigate the risks of inconsistent practices occurring, inefficient and</p>	2	<i>Agreed. Procedural guidelines will be produced in draft by the end of January to be presented to the next Board meeting (March) for approval.</i>	31/01/17	<i>Broads Landscape Partnership Programme Manager</i>

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
			ineffective processes being applied and disrupted business continuity.				
2	Compliance	<u>Broads Landscape Partnership</u> - Whilst risks to the Broads Landscape Partnership have been identified and reported to the Heritage Lottery Fund, no formal reporting of risks to the Board has taken place. The Broads Landscape Partnership Programme Manager has confirmed that as a result of the completed Project Initiation Documents, an overall risk register and risk management strategy has been produced, which will be reported to the Board.	<p><b>Recommendation 2</b> - The risk register and risk management strategy to be reported to the Broads Landscape Partnership Board.</p> <p>Risks to be prioritised based on likelihood and impact, with associated mitigation plans, implementation dates, and responsible owners. It should also be highlighted if the risk is outside of the Partnerships risk tolerance/appetite. Risks to be added as a standing agenda item to the Board.</p> <p><b>Rationale &amp; risk:</b> Without effective reporting and escalation of key risks, consultations on risks is limited and related controls required to effectively mitigate them are not put in place, thereby increasing the overall risk of the</p>	2	<i>Agreed and completed. Risk register is now a standing item on the agenda for all Board meetings.</i>	<i>Completed</i>	<i>Broads Landscape Partnership Programme Manager</i>

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
			Broads Landscape Partnership objectives not being achieved.				
3	Compliance	<p><u>National Parks Partnership</u> - Currently, the National Parks Partnership does not undertake an assessment of risks. Declarations of interest are also not formally recorded.</p> <p>The Partnership Policy, which forms part of the National Parks Business Plan, has the following objective:</p> <ul style="list-style-type: none"> <li>• Apply good practice in National Parks Partnership's involvement in Partnership activity to maximise the benefits and minimise the risks of sponsorship activity to National Parks Partnership and National Parks.</li> </ul> <p>The National Parks Business Plan also refers to the financial risks and the monitoring of the associated cash flow and a risk assessment would be a robust method to monitor all risks, including financial, and subsequent reporting to the Board.</p>	<p><b>Recommendation 3</b> - The Broads Authority to request that the following items are raised at the National Parks Partnership Management Board:</p> <ul style="list-style-type: none"> <li>- Production of a risk assessment/register, where risks are clearly identified in relation to the aims of the National Parks Partnership. Mitigation plans to be put in place where necessary and reporting of risks to the Board on a regular basis.</li> <li>- Declarations of interest to be added as a standing agenda item at the National Parks Partnership Management Board meetings.</li> <li>- The agreement and documentation of standards of conduct for Management Board members.</li> </ul>	2	Agreed	31/12/2016	Chief Executive

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
		The Limited Liability Partnership Agreement details the governance for the National Parks Partnership in terms of the management board membership, role and responsibilities, decision making and quorum arrangements. These constitute the main elements of typical terms of reference with the exception of standards of conduct.	<b>Rationale &amp; risk:</b> Identification of key risks is an important element of good corporate governance and mitigates the risks to the achievement of the National Parks Partnership aims. Without assessment of key risks, these could go unnoticed and subsequently not be mitigated appropriately, thereby resulting in the overall aims of the National Parks Partnership not being achieved. Declarations of interests and standards of conduct contribute to good business ethics, reducing the risks that there are undisclosed conflicts of interests and detrimental behaviour.				
4	Compliance	<u>Broads Landscape Partnership</u> - The Broads Landscape Partnership Project Board agreement has been signed by all partners with the exception of Easton & Otley College, Farm	<b>Recommendation 4</b> - To obtain signed copies of the Broads Landscape Partnership Project Board agreement from Easton & Otley College, Farm Conservation	3	Agreed and completed. All outstanding partnership agreements have now been received.	Completed	Broads Landscape Partnership Programme Manager

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
		Conservation and River Waveney Trust.	and River Waveney Trust . <b>Rationale &amp; risk:</b> The partnership agreement signifies an intent to collaborate and to establish a framework of partnership working within which the Broads Landscape Partnership scheme can be successfully developed and delivered. All partners signing up to this agreement mitigate the risk that some partners do not deliver the scheme as intended and not in line with the agreed aims and objectives.				

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
5	Compliance	<p><u>National Parks Partnership</u> - The Strategic Risk Register contains a general risk in relation to partnerships entitled - 'Engagement with Key Partners/Stakeholders', although there is no specific reference to the National Parks Partnership or the Water Sensitive Farming Project with Tesco.</p> <p>In addition, the risks identified within the National Park Partnerships Report (Broads Authority 22 January 2016 Agenda Item No 17) have not been scored nor stated whether they are within the BA risk tolerance/appetite.</p>	<p><b>Recommendation 5</b> - To consider including the National Parks Partnership and Water Sensitive Farming Project with Tesco, as separate risks within the next Formal review of the Strategic Risk Register by the Broads Authority Management Forum.</p> <p>The risks reported within the National Park Partnerships Report (Broads Authority 22 January 2016 Agenda Item No 17) to be scored and compared to the risk appetite to contribute to the above consideration.</p> <p><b>Rationale &amp; Risk:</b> The National Parks Partnership and Water Sensitive Farming Project with Tesco are new initiatives for the Broads Authority, involving working with a multitude of organisations including private companies, acknowledging this on the strategic risk level would help mitigate the key risks involved such as reputation.</p>	3	Agreed	31/03/16	Chief Executive

## Operational Effectiveness Matters

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Ref	Risk Area	Item	Management Comments
No Operational Effectiveness Matters have been raised.			

## APPENDIX 1 - DEFINITIONS

### RISK AREA ASSURANCE ASSESSMENTS

5. The definitions of the assurance assessments are:

<b>Substantial Assurance</b>	Based upon the issues identified there is a robust series of suitably designed internal controls in place upon which the organisation relies to manage the risks to the continuous and effective achievement of the objectives of the process, and which at the time of our review were being consistently applied.
<b>Reasonable Assurance</b>	Based upon the issues identified there is a series of internal controls in place, however these could be strengthened to facilitate the organisation's management of risks to the continuous and effective achievement of the objectives of the process. Improvements are required to enhance the controls to mitigate these risks.
<b>Limited Assurance</b>	Based upon the issues identified the controls in place are insufficient to ensure that organisation can rely upon them to manage the risks to the continuous and effective achievement of the objectives of the process. Significant improvements are required to improve the adequacy and effectiveness of the controls to mitigate these risks.
<b>No Assurance</b>	Based upon the issues identified there is a fundamental breakdown or absence of core internal controls such that the organisation cannot rely upon them to manage risk to the continuous and effective achievement of the objectives of the process. Immediate action is required to improve the controls required to mitigate these risks.

6. The definitions of the priority gradings are:

<b>1</b>	<b>URGENT</b>	Fundamental control issue on which action to implement should be taken within 1 month.	<b>2</b>	<b>IMPORTANT</b>	Control issue on which action to implement should be taken within 3 months.	<b>3</b>	<b>NEEDS ATTENTION</b>	Control issue on which action to implement should be taken within 6 months.
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Operational Effectiveness Matters need to be considered as part of management review of procedures, rather than on a one-by-one basis

**APPENDIX 2 - AUDIT TIMETABLE**

7. The table below sets out the history of this report.

	Expected Date:	Actual Date:
Start of Fieldwork:	4 <sup>th</sup> October 2016	4 <sup>th</sup> October 2016
Debrief Meeting:	12 <sup>th</sup> October 2016	3 <sup>rd</sup> November 2016*
End of Fieldwork:	13 <sup>th</sup> October 2016	2 <sup>nd</sup> November 2016*
Draft Report Issued:	1 <sup>st</sup> November 2016	13 <sup>th</sup> December 2016**
Exit Meeting:	8 <sup>th</sup> November 2016	N/A
Final Report Issued:	9 <sup>th</sup> November 2016	15 <sup>th</sup> December 2016

\* re-arranged debrief due to Broads Authority staff absence and delay in receiving supporting documentation.

\*\*Delay due to management review process (management sickness)

**APPENDIX 3 - ACKNOWLEDGEMENT**

8. We would like to thank staff at the Broads Authority for their co-operation and assistance during the course of our work, in particular:
- John Packman, Chief Executive
  - Will Burchall, Broads Landscape Partnership Programme Manager
  - Esmerelda Guds, Administrative Officer (Governance)

**APPENDIX 4 - DISCLAIMER**

9. The matters raised in this report are only those that came to the attention of the auditor during the course of the internal audit review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.
-

## APPENDIX 4

<b>Description of Risk Vulnerability:</b> Risks associated with major external funding programmes (HLF, EU, Commercial Sponsorship)									
No.	<b>Risk Owner/Assessor:</b> Director of Planning Resources (HLF Landscape Partnership and Commercial Sponsorship); Director of Operations (EU – CANAPE)				<b>Assessment Date:</b> January 2017 <b>Review Date:</b> January 2018				
Specific Hazards  Describe the vulnerability & Impact	Initial Risk			Controls / Safeguards / Precautions	Mitigated Risk			Additional Actions Required	Timescale
	S	P	R		S	P	R		
Failure to deliver the project on time and within budget leading to potential repayment of funding and adverse publicity – HLF, CANAPE and commercial partnerships	2	2	4	Effective Project Management and financial controls Regular reports to the Broads Authority Regular reports to HLF and LPS Board Clearly documented processes in place (See audit report)	2	1	2		On-going
Increased exposure to risk as Lead Partner for European project - CANAPE	3	2	6	Effective control over bid writing to ensure bid is realistic and accurately costed by using expertise from Norfolk County Council Provision of dedicated resource to monitor progress not only of own project but of partners. Partnership agreement/ contract required to set out responsibilities and commitments of each partner to secure position	2	1	2	Procurement of ongoing consultancy support for Lead Partner project management to be undertaken if project successful	July 2017
Currency fluctuations between grant claim submission and payment for	3	3	9	Difficult to mitigate due to Local Authorities not being able to hedge	3	2	6		January 2018

CANAPE				Take precautionary approach to estimates of income in £					onwards if bid successful
Failure to meet expectations of partners – both commercial, EU and UK	2	2	4	Clarity in the bid documents for HLF and CANAPE and in the contract with commercial partners Investment in programme manager for HLF, external support for CANAPE delivery. Investment in time and resources in the development of the project(s) and during implementation to ensure there is a good understanding of the project aims and objectives. Ensure that relationships with partners and funders remain strong and respond rapidly to any misunderstandings.	2	1	2		On-going

S= Severity  
P= Probability  
R=Risk  
  
R=SxP

**Draft Education and Volunteer Strategies**  
Report by Director of Planning and Resources

**Summary:** Two key strategies have been updated covering education and volunteering. Both are presented here for Members to review prior to them going out for consultation.

**Recommendation:** The views of Members are sought prior to consultation with key stakeholders.

**1 Strategy Production 2016/17 – Education and Volunteer Strategies**

- 1.1 During Autumn 2016, work began on reviewing both the Education and Volunteer Strategies. There is a significant amount of interrelation between the two strategies and therefore it has made sense to review them at the same time building on the successful process that saw the adoption of the existing strategies in 2012.
- 1.2 It has been important to ensure that both Strategies are in conformity with the emerging Broads Plan and its strategic direction. In addition, there are also strong links to the Broads Landscape Partnership Scheme: Water, Mills and Marshes
- 1.3 The draft Broads Plan 2017-22 contains the following:

***Aspiration 10:***

“Strengthen connections between a wide audience, particularly local communities and young people, and the Broads Environment”

The aspiration is underpinned by the following strategic actions:

10.1 – Widen the range of proactive and entry level/“try it out” activities in the Broads natural environment that promote physical and mental health and wellbeing benefits

10.2 - Offer a flexible range of practical organisation/community led volunteering programmes, events and training and establish a longer term succession strategy,

10.4 – Improve the capacity of the Broads Environmental Education Network (BEEN) to develop and offer Broads themed formal educational programmes and events to local school children.

10.5 – Develop and run extra-curricular activities and award schemes for young people, including those from disadvantaged backgrounds, focusing on life and work skills training and practical experience

- 1.4 These strategic actions provide the strategic context for the development of the two emerging strategies. Both strategies have distinct audiences and it has been important to ensure that these groups have had the opportunity to feed into the strategy development to date. Further targeted consultation will be undertaken before the two strategies are adopted at the end of the financial year.

## **2 Education Strategy**

- 2.1 The Education Strategy aims to provide a clear progression of opportunities for young people to learn about and engage with the Broads and emphasises the benefits of high quality outdoor learning. The Strategy has three key areas of focus which are:

- Offering informal outreach opportunities
- Providing formal education including Broads Curriculum
- Improving resource capacity

- 2.2 It is worth noting that during 2016, it is estimated that the 30+ organisations in the Broads Environmental Education Network (BEEN) operated around 50000 pupil educational days across the Broads. The Broads Authority provided 130 work placement days for 15-18 year olds and 20+ Broads Discovery Days were run in conjunction with schools. Long term engagement projects with Short Stay Schools for Norfolk continued and direct schools contact was made with 2000+ pupils. This was in addition to the attendance at local and national events, school science and community fairs, Broads Authority led events and establishing partnerships with other organisations such as the Country Trust, and Mancroft Advisory Project

## **3 Volunteer Strategy**

- 3.1 The Volunteer Strategy outlines the key benefits of volunteering both to the Broads Authority but also importantly to the Volunteers themselves. It has 4 key objectives which can be summarised as follows:

- Provision of practical training and support to BA Volunteers and Staff
- Building of capacity of volunteers to lead task and run public events
- Encouraging active volunteering from a more diverse range of people
- Sustaining an active and improving Volunteer Service

- 3.2 It is important to note that during the Financial year 2015-16, 16,000 hours were given to the Broads Authority by 170 volunteers and work experience students. 60 different activities covering a range of tasks such as litter picking, patrolling the waterways, assisting with events, invasive species control and monitoring, TIC repairs and vessel repairs.

- 3.3 Of this total amount. 300 hours were provided to the Education Officer helping with schools work and 380 hours supporting Broads Authority led events. 58 Ranger volunteers contributed 2850 hours to patrolling the waterways and an additional 100 hours removing obstructions from the rivers. Volunteers helped with the Dark Skies survey which has helped to underpin the emerging Local Plan policy. The newest volunteer role established this year (2016) is the Winter Practical Volunteers who were taken on to help with fen vegetation management and contributed 600 hours between October and December 2016.

## **4 Resource Implications**

- 4.1 The issue of resources is a key consideration in both strategies. Current resources for both services are very low although the demand on the services from both inside and outside of the Broads Authority is very high. There is also a high degree of ambition contained in both strategies with the potential positive impacts of increased capacity on the ground being significant. There will be a need with any strategy to balance ambition against capacity however there will be opportunities through the LPS to develop capacity in the shorter term but further external resources and funding are a necessity for longer term delivery.

## **5 Summary**

- 5.1 Both strategies are currently in draft form in Appendices 1 and 2. Members' comments on the draft strategies are welcomed prior to them being circulated more widely for comments for key interests.

Background papers:	Nil
Author:	Andrea Long, Maria Conti, Nick Sanderson, Beth Williams
Date of Report:	30 December 2016
Broads Plan Objectives:	Multiple
Appendices:	APPENDIX 1 - Draft Education Strategy APPENDIX 2 - Draft Volunteer Strategy

# Education Strategy for the Broads 2017-22

Draft January 2017



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## (Draft) Education Strategy for the Broads 2017-22

### Strategic aim

The Education Strategy for the Broads 2017-22 refreshes the 2012-16 strategy and provides a framework for formal environmental education and wider outreach activity in the Broads National Park over the next five years.

The strategy takes into account the high level aims and objectives of the Broads Plan 2017-22, including the long-term aim for 'supporting, connecting and inspiring people', that:

*'People from all walks of life and all ages and abilities, particularly young people, disadvantaged people and people with disabilities, have opportunities to connect or reconnect with the Broads on their doorstep and 'go the extra mile' for recreation, learning, and physical and mental health and wellbeing. Mainstream and extra-curricular educational opportunities make use of the area's natural and cultural assets and inspire and motivate young people as part of lifelong learning.'*



### Context

The Vision for English National Parks and the Broads (Defra, 2010) encourages National Park Authorities and the Broads Authority to take a proactive approach in helping local communities and visitors to experience, understand and enjoy these special areas at first hand. Raising awareness and understanding, particularly among young people, is also a key focus of the Government's 8-Point Plan for England's National Parks (Defra, 2016).

In the Broads National Park, these ambitions sit within the Broads Authority's wider purposes to conserve and enhance the area's natural and cultural assets, promote opportunities for people to understand and enjoy the special qualities of the area, and protect the interest of navigation.

The Broads is a wonderful resource for learning, enjoying and inspiration, as a 'classroom without walls'. Accessible, informative and inspirational opportunities support and motivate people from all walks of life, ages and abilities, particularly activities and events that help them to connect, or perhaps reconnect, with the special natural environment on their doorstep.

A wealth of evidence highlights the many benefits people, particularly children and young people, get from learning about and enjoying protected landscapes like the Broads, including:



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

### Summary of achievements

There are two main strands of the educational offer in the Broads: mainstream, formal programmes for school-aged children; and wider outreach activities for children and young people, families, local communities and visitors to the area. In recent years, within the context of increasingly limited resources, the Authority and its partners have been directing their efforts where they will have most beneficial impact and where they can be sustained as part of 'lifelong learning' for young people.

A long-term goal for the Broads Authority is that every child in the Broads should have the chance to experience the area at some point in their school career. Developing a formal Broads Curriculum has been a key element of fulfilling this ambition in recent years, alongside a variety of in-school and outdoors programmes offered to school-aged children.

Millions of people visit the Broads for recreation, relaxation, health and wellbeing. However, a lack of physical or cultural access, information or simply motivation means many more people feel disconnected from the special landscape on their doorstep and the opportunities it offers. Outreach, particularly 'hands on' learning opportunities for young people and people from disadvantaged backgrounds, is a strong and increasingly important focus.

The Authority and its partners delivered a wide range of education and outreach activities over the life of the last Education Strategy (2012-16). Key achievements were:

- 30+ organisations in Broads Environmental Education Network (BEEN) running c.50,000 educational days p.a. across the Broads
- Broads Curriculum materials and training produced and made available to schools
- Direct school contacts made (2,000 + pupil days p.a.)
- Long-term engagement projects carried out with Short Stay schools for Norfolk, Norwich City College and local secondary schools (2011-16)
- 20+ Broads Discovery Days p.a. run with schools from high IMD areas in the South East
- John Muir Awards programme in place, integral with Forest School approach – 35 awards delivered since 2012
- Total of c.120 work experience placements provided for 15-18 year olds
- Education skills and activity training provided for BA volunteers

- 3 Primary and Youth learning projects, plus outreach and learning strategy under development within Water, Mills and Marshes Landscape Partnership Project 2016-22
- New learning-related projects developed as part of HLF Broads Landscape Partnership Scheme
- Provision of 3 BA Visitor Centres, 2 Yacht Stations and a staffed quay (300,000+ public contacts made)
- Educational partnerships established between BA and Country Trust, Mancroft Advisory Project and others; education projects run with Norfolk Education and Action for Development (2011-15)
- 250,000+ people a year visiting Whitlingham Country Park (urban fringes of Norwich), for range of activities including BA annual events programme
- BA attendance at over 20 local and national events, including London Outdoors and Travel Show, Royal Norfolk Show, British Bird Fair (4000+ contacts p.a.)
- Two-week Broads Outdoors Festival, offering over 80 separate events p.a.
- Annual BA attendance at local school science and environment community fairs
- Programme of regular talks for adult groups (c. 6 talks p.a.)
- Outreach into schools (presentations and training) – c. 12 sessions p.a.
- Engagement with boaters, including Boat Safety Scheme
- Outreach event training for BA volunteers (c.2-3 events p.a.)
- Regular programme of walks run with Age Concern
- New community outreach projects created as part of HLF Broads Landscape Partnership Scheme
- Programme of 'Know the Broads' training for local tourism providers (200+ participants)

#### Five-year action plan 2017-22

This strategy provides a framework for educational and outreach activity in the Broads for the next five years (2017-22). Under an aspiration to 'Strengthen connections between a wide audience, particularly local communities and young people, and the Broads environment', Broads Plan 2017-22 contains the following strategic actions:

- Widen the range of proactive and entry level/try it out activities to promote health and wellbeing (including 'go the extra mile', green gym)
- Offer volunteering opportunities (incl. LPS programmes Young Rangers/People Engagement)
- Improve the capacity of the BA and partner organisations within BEEN to develop and run Broads educational activities (through mainstream formal education)
- Develop and run extra-curriculum activities and award schemes for young people, including disadvantaged groups



Over the next five years, we aim to resource and offer activities within the formal education structure and across wider, informal outreach to fulfil the Vision and 8-point Plan for National Parks and the Broads, the Broads Authority's own purposes and the wider aspirations in the Broads Plan.

We will update, deliver and extend Broads Curriculum materials, training and resources to schools, alongside related activities run through schools and youth groups.

Outreach activities, particularly for young people and people from disadvantaged backgrounds, will be an increasingly important focus. Actions to address this are in this Education Strategy; in related strategies for learning, communications, volunteering, recreation and access in the Broads; and in initiatives and programmes including the Broads Landscape Partnership Scheme 'Water, Mills and Marshes'.

Actions and targets are set out in Table 1 below.

### Roles and resources

The Broads Authority has a wide ranging role as facilitator, coordinator, advisor and provider of formal environmental education and wider outreach activity within the Broads. In doing this, they are supported by a wide range of partners in the Broads Environmental Education Network (see Appendix 2) and by other groups and organisations. As the body responsible for looking after the Broads, the Authority can offer a unique perspective on, and connection to, the special qualities of the area and its past, present and future.

The Broads Authority currently employs one full-time Education Officer. The role is supported, subject to work priorities, by other in-house staff including the Ranger Team, the Communications Team, and the Volunteer Coordinator and BA volunteers.

There are more than 30 organisations in the Broads Environmental Education Network (BEEN) offering Broads-themed educational opportunities to schoolchildren and other groups of young people (see Appendix 1). In a recent survey (Defra 2013), it was estimated that 50,000 educational days a year are delivered by BEEN member organisations throughout the Broads National Park.

As already noted, our limited in-house educational resources - both financial and staffing - have to be targeted very carefully. At the same time, we want to be able to build and develop our capacity to help us continue to offer more high quality learning opportunities and experiences in the Broads. While the Authority has a strong central role as a facilitator, advisor and conduit for other education providers working in the Broads, it also needs to retain a front line presence in education provision, and both of these areas need support.

There are a number of ways to increase resources, and some of these are identified in the 5-year action plan (Table 1). In its facilitator role, the Authority will work with partners to train teaching staff and others to use the Broads as an educational resource through self-led activities (supported by Broads Curriculum and other learning materials), and to act as 'Broads Ambassadors' to promote activities in the area. Volunteers will continue to play a vital role in helping to deliver outdoor learning, and the Authority's Volunteer Strategy 2017-22 has been produced alongside the Education Strategy showing crosslinks between the two services. We will also investigate potential opportunities to improve the level of dedicated in-house staffing and funding resources for the Education service.

### Contact:

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Table 1: Education Strategy for the Broads 2017-22

**A: Informal outreach opportunities**

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescales	This is done so that...
A1	Develop and offer fun, motivational activities for young people, families and communities to engage with and learn more about the Broads National Park	1.1 Develop and run educational activities as part of BA-led annual events programme ( <i>incl. Picnic in the Park, National Parks Week, Broads Outdoors Festival, Whitlingham Country Park events</i> )  <u>Target:</u> 8 events p.a. (Apr-Oct)	<b>BA Ed Officer/</b> BA Comms and event support teams	From 2017 ongoing	Young people, families and communities learning about the Broads and gaining new interests and skills through fun, interactive outdoor activities
		1.2 Provide Broads educational presence at targeted externally led public events ( <i>incl. Royal Norfolk Show, Wild about Norfolk, tourism shows</i> )  <u>Target:</u> 12 events p.a. (Apr-Oct)  (Links to Volunteer Strategy action 1.1)	<b>BA Ed Officer/</b> BA Comms and event support teams	From 2017 ongoing	People from disadvantaged groups are visiting the Broads, many for the first time, and are taking part in fun, healthy and motivational outdoor activities that are tailored to their needs
		1.3 Create and run programme of interactive events for 13-21 year olds as part of Broads Landscape Partnership Scheme programme 2: Exploring the Landscape and programme 3C: Activating Enthusiasm  <u>Targets:</u> Prog. 2 -TBC; Prog. 3C - 2 events p.a.	<b>Broads LPS partners/</b> BA Ed Officer	Jan 2018-Dec 2022	Through this better sense of understanding and connection, people are likely to appreciate and care more about the Broads and wider environment
		1.4 Run programme of John Muir Award scheme activities through youth groups, focusing on local areas with high IMD <sup>1</sup> ; promote scheme to potential participants and seek further funding to support it  <u>Target:</u> 20 awards p.a.	<b>BA Ed Officer/</b> Youth groups/ BEEN partners	From Sept 2017 ongoing	

<sup>1</sup> Indices of Multiple Deprivation (IMD) provide measures of different types of deprivation in areas of England

		<i>Other actions: Organisations within Broads Environmental Education Network will also run indoor and outdoor educational activities and public events on an ongoing annual basis.</i>	BEEN partners	From 2017 ongoing	
A2	Offer and further develop the range of opportunities for National Park-focused work experience, skills training and award schemes for young people	2.1 Develop and maintain pastoral links between BA and local schools and colleges to offer work experience opportunities within appropriate aspects of the BA's work, including regular work placements throughout the year. <u>Target:</u> 20 placements p.a.	<b>BA Ed Officer /</b> BA support staff/ Schools and colleges	From 2017 ongoing	· Local young people are gaining new vocational and life skills, work experience, and meeting new people
		2.2 Create and offer work placement opportunities through Broads Landscape Partnership Scheme programme 3C: Activating Enthusiasm <u>Target:</u> 10 placements p.a. (with LPS partner)	<b>LPS partners/</b> BA Ed Officer	Jan 2018-Dec 2022	
		2.3 Create and offer skills training, volunteering and award opportunities through Broads Landscape Partnership Scheme programme 3D: Broads Young Rangers <u>Target:</u> 12 youth ranger training places p.a. (Links to Broads Volunteer Strategy action 3.1.1)	BA Ed Officer/ BA Ranger Team/ LPS partners	Jan 2018-Dec 2022	
		2.4 Create and offer skills training and work opportunities through Broads Landscape Partnership Scheme programme 3A: Heritage Construction Skills Training <u>Target:</u> TBC through LPS	<b>LPS partners</b>	Jan 2018-Dec 2022	
		2.5 Develop and promote more Broads-based volunteering opportunities for young people (incl. clear progression pathway from Experience	<b>BA Ed Officer/</b> <b>BA Vol</b> <b>Coordinator/</b>	From 2018 ongoing	

		Days/Broads Awards/Broads Young Rangers) <u>Target:</u> 10 young volunteer places p.a. <i>(Links to Broads Volunteer Strategy action 3.1.1)</i>	LPS partners/ BEEN partners		
		<i>Other actions: Organisations within Broads Environmental Education Network will also run volunteering activities, incl. NWT Wildlife WATCH awards programmes and apprenticeships</i>	BEEN organisations and other partners	From 2017 ongoing	
A3	Investigate and develop Broads National Park-focused 'social action' community initiatives for young people	3.1 Research practical and resource implications to create working links between BEEN partners and National Citizen Service (NCS) and to run local projects as part of wider NCS scheme	<b>BA Ed Officer/</b> National Parks England /National Citizen Service	2017-18	· Young people are supporting their local communities in practical ways and are gaining confidence, practical experience, and life skills
		3.2 (If 3.1 is feasible) Develop and run local social action community programmes and schemes as part of wider NCS and other provider programmes <u>Target:</u> TBC	<b>BA Ed Officer/</b> <b>BA Volunteer Coordinator</b>	From 2018 ongoing	
A4	Run and support wider 'hands on' initiatives that aim to improve the health and wellbeing of young people, particularly those from disadvantaged backgrounds	4.1 Offer opportunities for schools and other groups to participate in 'Forest School' activities within the Broads, through working with partner organisations to support training needs, draw down additional funding and access suitable sites to run events <u>Target:</u> TBC	<b>BA Ed Officer/</b> BA Ranger team	From 2017 ongoing	Disadvantaged young people are feeling more valued, self-motivated and resilient, facilitating a reduction in social and health-related problems
		<i>Other actions: Other organisations will also lead health and wellbeing related activities in the Broads, including county-led 'One Life' health programmes</i>	Partners	From 2017 ongoing	

## B: Formal education, including Broads Curriculum

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescale	This is done so that....
B5	Produce, update and expand the range of print and web-based Broads educational source materials, including Broads Curriculum teaching materials	5.1 Update and consolidate Broads Curriculum framework and publish on education pages on BA website. <u>Target:</u> Framework published (updated annually)	BA Ed officer/ LPS partners/ volunteers/BEEN partners	2017	Students, teachers and education providers are able to access tailored, up-to-date Broads curriculum materials and other relevant learning materials
		5.2 Review current Broads' educational resource material and update or rewrite as necessary, (working with BEEN organisations to prioritise and rewrite material). <u>Target:</u> 4 sets of resource materials (7 topics per set) completed p.a.	BA Ed officer/ LPS partners/ volunteers/BEEN partners/UEA	From 2017 ongoing	
		5.3 Develop new resources based on key subject areas/ topics identified by schools and in Broads Curriculum. Link to Broads Discovery Days, LPS projects and school curriculum requirements. Include written information, videos, animation and activities. <u>Target:</u> 2 sets of resources completed p.a. Subject area priorities to be identified through schools and BEEN.	BA Ed officer/ LPS partners/ volunteers/BEEN partners/UEA	From 2017 ongoing	
		5.4 Carry out evaluation of uptake of resources and information with schools and students, and revise strategy as appropriate. <u>Target:</u> Evaluation completed and new strategic approaches in place as appropriate.	BA Ed officer	From 2017 ongoing	
		<u>Other actions:</u> Other BEEN organisations will produce educational materials in a range of	BEEN partners	From 2017 ongoing	

		<i>formats that can contribute to Broads educational resource materials.</i>			
B6	Develop and implement processes to promote the Broads Curriculum more widely and encourage greater take up by learning providers	6.1 Establish a comprehensive database of schools and colleges and follow up key contacts to encourage take up of Broads Curriculum <u>Target:</u> Database established and populated	<b>BA Ed Officer/BA Comms/ Norfolk County Council/ BEEN partners</b>	2017	Students, teachers and education providers hear about, and are able to access quickly and easily, relevant and up-to-date Broads curriculum materials
		6.2 Create interactive map of Broads education providers and database of BEEN members and publish on BA website <u>Target:</u> Interactive map in place	<b>BA Comms/ BA Ed Officer/ Norfolk County Council</b>	2018	
		6.3 Update, create and maintain dedicated 'learning zone' on BA website for teachers, students and other professional educators <u>Target:</u> Up-to-date learning zone in place hosted on BA website	<b>BA Ed Officer/ BA Comms</b>	From 2017 ongoing	
		6.4 Develop and run roadshows focused on Broads Curriculum and Broads Landscape Partnership Scheme, and take round local schools. <u>Target:</u> Roadshow taken to 5 schools p.a.	<b>LPS partners/ BA Ed Officer/ BEEN partners</b>	2018-2022	
		6.5 Offer and run outreach training sessions for staff at local schools <u>Target:</u> Sessions run at 5 schools p.a.	<b>BA Ed Officer/ BEEN partners</b>	From 2018 ongoing	
		6.6 Offer and run outreach sessions for pupils at local schools <u>Target:</u> Sessions run at 5 schools p.a.	<b>BA Ed Officer/ BEEN partners/ Volunteers</b>	From 2017 ongoing	.
		6.6 Establish and run regular Broads Teachers Conferences to engage local schools with Broads	<b>BA Ed Officer/ LPS partners/</b>	From 2019	.

		educational ideas and opportunities <u>Target:</u> Annual or biennial event in place by 2019	BEEN partners		
		<i><u>Other actions:</u> Other BEEN organisations will run outreach activities for schools. Through BEEN, the Broads Curriculum framework can be more widely promoted to schools.</i>	<b>BEEN partners</b>	From 2017 ongoing	·
B7	Target and run annual programme of Broads Discovery Days for schools, particularly those not already using the Broads as a learning resource	7.1 Publish regular programme of Broads Discovery Day opportunities on BA website and through other local school networks <u>Target:</u> Programme published	<b>BA Ed Officer/ BA Comms</b>	From 2017 ongoing	· Staff and pupils from more local schools and colleges are aware of, and are enjoying, discovery days as part of a structured outdoor learning programme
		7.2 Target potential new school contacts and provide promotional information on academic participation in Broads Discovery Day activities. <u>Target:</u> TBC	<b>BA Ed Officer/BA Comms/Norfolk County Council</b>	From 2017 ongoing	
		7.3 Run annual programme of outdoor field-based Broads Discovery activity days throughout the Broads, providing introductory and follow up sessions (Broads Curriculum linked). Target local schools/ schools from areas of high IMD. Seek Learning Outside the Classroom (LOT) quality badge standard. <u>Targets:</u> 10 Discovery Days p.a. / LOTC Quality Badge standard achieved	<b>BA Ed Officer/BA Ranger team/Volunteers/ BEEN partners</b>	Annual ongoing from 2018	
B8	Develop and offer practical support to enable young people from disadvantaged backgrounds to access	8.1 Develop proposal for Broads travel grant scheme and, if feasible, establish process to offer grant assistance to schools in areas of high IMD (also see action 9.2) <u>Target:</u> TBC	<b>BA Ed Officer/BA Comms/LPS partners</b>	2018	· More young people from high IMD areas are able to access outdoor activities as part of a structured learning

	Broads outdoor education opportunities	8.2 Seek wider range of ways to offer practical support to schools and groups in disadvantaged situations to enable them to access Broads-based outdoor learning opportunities, e.g. through self-led schools visits.  <u>Target:</u> TBC	BA/LPS partners/ BEEN partners and other organisations	2018	programme
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### **C: Improved resource capacity**

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescales	This is done so that....
C9	Develop manpower resources and assets (incl. funding, transport, equipment) available to BA and BEEN partners to support education activities	9.1 Investigate potential to provide additional support (incl. admin services) to run BA education service more effectively  <u>Target:</u> TBC <i>(Links to Broads Volunteer Strategy section 4)</i>	BA	2017	The BA and BEEN partners are able to offer more and better resourced education and volunteering services to the public
		9.2 Investigate potential funding, sponsorship or other means to provide dedicated transport resource for use by the BA education service (also see action 8.1)  <u>Target:</u> TBC	BA Volunteer Coordinator	From 2017 ongoing	
C10	Recruit and train more volunteers to support the delivery of Broads education programmes and Broads focused community events	10.1 Design and run recruitment and training programmes for BA volunteers to enable them to lead and support education activities and events  <u>Target:</u> 2 programmes p.a. <i>(Links to Broads Volunteer Strategy)</i>	BA Volunteer Coordinator/ BA Ed Officer	From 2017 ongoing	More qualified and trained volunteers are working alongside BA/BEEN staff to deliver community events and activities outdoors and within local urban areas

C11	Train and guide trainee teachers to support the delivery of Broads education programmes and Broads focused community events	11.1 Working with UEA teacher training students, implement Broads Landscape Partnership Scheme programme 3B: Discovering the Landscape and programme 3C: Activating Enthusiasm  <u>Target:</u> 25 schools activity days p.a. delivered through Broads LPS.	BA Ed Officer / LPS partners/ UEA/BEEN organisations	Jan 2018-Dec 2022	Students training to work within education are helping produce Broads LPS resources and deliver education programmes, both outdoors and in schools, and are gaining 'hands on' experience
C12	Establish and offer professional development training to teaching staff within Norfolk and Suffolk schools to enable them to lead Broads education programme delivery	12.1 Develop and run professional development teacher training courses (supported by print and web-based training materials) linked to Broads education programmes, and make available to and through local schools and colleges  <u>Target:</u> 2 training days p.a.	BA Ed Officer/ BEEN partners / Norfolk County Council/ Education contractors	From 2019 ongoing	More teachers are trained in, and are using and promoting, teaching methods that make use of the Broads as a learning resource
		12.2 Develop, publicise and run processes to recruit teachers as 'Broads Ambassadors' to promote the Broads as a learning resource, linked to Broads education programme (also see B5)  <u>Target:</u> 5 new trained Broads Ambassadors p.a.	BA Ed Officer/ LPS partners	From 2019 ongoing	

## Appendix 1 – List of BEEN partners and their roles

To be updated and appended

## Appendix 2 – Glossary of terms

BEEN	Broads Environmental Education Network: The network of organisations providing environmental or outdoor learning opportunities within the Broads. See Appendix 1 for members.
Broads Ambassadors	Teachers or other school staff who will promote the Broads National Park as a learning resource.
Broads Discovery Days	A field trip to a site in the Broads, with learning activities.
Broads Plan	The partnership strategy for the Broads National Park. It is reviewed and refreshed every five years.
LPS	HLF funded Landscape Partnership Scheme “Water Mills and Marshes”
Outreach	A visit by the Broads Authority or BEEN organisation to a school, college or community to promote the Broads
Roadshow	A programmed (day or half day) visit to a school or college with a set of Broads’ related activities; could be run by BA staff or volunteers, or by external organisations.

## Broads Authority

## Draft Volunteer Strategy for the Broads 2017-22 (action tables only)

**Summary of objectives and actions**

Objective 1: Provide practical training and support to all BA volunteers and supervisory staff in an up-to-date, effective, efficient and fair way
1.1. Review all current BA volunteer training programmes and identify additional training needs and best practice, using comparisons with other NPAs/ relevant organisations.
1.2.1 Review, update and run core training programme for new volunteers in line with BA policy and procedure. 1.2.2 Deliver tailored Health and Safety training to all volunteers and refresh training programme on 3-year cycle.
1.3 Identify and develop links with external partners and other mechanisms to increase the level of training offered to BA volunteers, including the feasibility of a 'volunteer training hub'.
1.4.1 Develop and run training programme for BA staff to enable them to supervise volunteers in a confident and safe manner. 1.4.2 Develop and run training programme for BA staff to enable them to supervise volunteers with particular needs/ circumstances, in a confident and safe manner
1.5 Explore and promote volunteer shadowing exchange programmes with other NPs and similar organisations.
Objective 2: Build the capacity of volunteers to lead tasks and run public events and activities on behalf of the Broads Authority
2.1 Develop BA Volunteer Leader and Trainer roles to assist staff, including: 2.1.1 Review and update Volunteer Leader role in line with identified needs and expectations of supported staff. 2.1.2 Investigate cost and identify funding to develop and run a Volunteer Leader training programme 2.1.3 Recruit, train and deploy Volunteer Leaders to assist the BA Ops Technicians, with expansion to other teams after a trial period. 2.1.4 Investigate feasibility of Volunteer Trainer role and how it meets the needs and expectations of supported staff. 2.1.5 Recruit, train and deploy Volunteer Trainers to assist the Volunteer Coordinator and CME supervisors, with expansion to other teams after a trial period.
2.2.1 Run processes to provide training and supporting resources to volunteers to enable them to represent the BA at public events without direct BA supervision 2.2.2 Produce events resource packs targeted to specific events, including teaching resource packs, for use by volunteers
2.3 Develop Visitor Service volunteer role and recruitment processes, including the production of a clear role description for Visitor Service Volunteer (TICs, Yacht Stations and Reedham) and a role description for site specific volunteers to work with visitor service staff to maintain specific sites.

2.4.1 Develop and run training programmes to enable volunteers to engage directly with school children without direct supervision.
2.4.2 Put measures in place to enable volunteers to help research, produce and run Broads Curriculum activities
2.5 Develop a revised modular BA training programme incorporating training for Ranger volunteers
Objective 3: Encourage active volunteering from a more diverse range of people, particularly young people and those with disabilities or health-related issues
3.1.2 Develop and promote more Broads-based volunteering opportunities for young people (incl. clear progression pathway from Experience Days/Broads Awards/Broads Young Rangers)
3.1.2 Create and offer skills training, volunteering and award opportunities through Broads Landscape Partnership Scheme programme 3D: Broads Young Rangers
3.1.3 Develop and maintain links between BA and local schools and colleges to offer work experience opportunities within appropriate aspects of the BA's work, including regular work placements throughout the year.
3.2.1 Develop and run volunteering opportunities for families
3.2.2 Create and run volunteering training programme linked to responsibility for specific locations, e.g. section of woods or path to monitor and maintain – condition monitoring, bug surveys, light vegetation management, public engagement, etc.
3.3 Identify initiatives and resources through volunteering to support the delivery of specific objectives e.g. health and wellbeing, e.g. Age UK walks, Green Gym, Healthy Walks, MIND, HMP Norwich
3.4 Develop site specific opportunities for volunteers to encourage local community engagement and sense of ownership and to increase accessibility to volunteering, by:
3.4.1 Identifying key sites that lend themselves to volunteer-led management/ maintenance
3.4.2 Recruiting and training local individuals to look after specific sites under the direction of BA teams e.g. Yacht stations, TICs
Objective 4: Increase the Broads Authority's capacity to sustain an active and improving volunteering service into the long term
4.1 Review and quantify additional administrative support required to meet objectives within the Strategy
4.2 Develop and implement administrative processes that create a more coordinated and centrally managed volunteer training programme across all the BA's functions
4.3.1 Review volunteer travel and transport provision and need, and develop evidence and options to improve provision/access, making use of sustainable transport where possible
4.3.2 Alternative means of transport to volunteering sites are available to those volunteers who do not have access to their own transport
4.4 Identify and issue appropriate clothing and Personal Protective Equipment (PPE) to volunteers, including circumstances where appropriate clothing provision may be a barrier to volunteering
4.5 Carry out (internal and external) research, including surveys, literature reviews and interviews, on incentives and barriers to volunteering to help inform targeted/appropriate recruitment.

4.6.1 Review and as necessary produce/update volunteer role descriptions and duties to improve the level and flexibility of volunteering opportunities and support to BA staff
4.6.2 Develop a comprehensive electronic Volunteer Handbook to give volunteers a first point of reference for FAQ or basic information about the BA
4.7 Review and develop volunteer-facing communications systems to publicise volunteer programmes and acknowledge volunteers and their achievements to a wider audience, including: <ul style="list-style-type: none"> <li>4.7.1 Develop and run recognition schemes and events for volunteers (incl. award schemes, celebration days, discounts at TICs) where appropriate</li> <li>4.7.2 Develop and implement a communications plan to publicise BA volunteers and their achievements, both within BA and to external audiences</li> <li>4.7.3 Put processes in place to encourage greater interaction /understanding between BA staff/members and volunteers</li> </ul>
4.8 Investigate the feasibility of accreditation schemes for volunteers
4.9 Investigate and pursue potential sources of external funding, sponsorship and other support to run the BA volunteer service.
<b>Objective 5: Deliver volunteer training and other commitments are delivered through Broads Landscape Partnership Scheme</b>
<p>Relevant actions from the Broads Landscape Partnership Scheme ('Water, Mills and Marshes') to be incorporated where appropriate, following discussion with the LPS Programme Manager.</p> <ul style="list-style-type: none"> <li>• Floating classroom (out 6 days a week) - BA volunteers trained to skipper/crew floating classroom and deliver talks</li> <li>• Celebrating the Landscape (pop up events run by Volunteers ) - BA volunteers trained to attend events and engage public</li> <li>• Medieval Chet Boat (4-5 volunteers per sailing) - BA volunteers trained to look after and sail Chet boat</li> <li>• Young Rangers Programme (10 young rangers per year) (see Section 3.1.2)</li> <li>• BA Volunteer Mill Curators (15 – 20 volunteers)</li> </ul>

## Draft Broads Volunteer Strategy 2017-22: Actions table

### Objective 1: Provide practical training and support to all BA volunteers and supervisory staff in an up-to-date, effective, efficient and fair way

Ref	Actions	Results	Benefits	Resources	Timescales
1.1	Review all current BA volunteer training programmes and identify additional training needs and best practice, using comparisons with other NPAs/ relevant organisations.	Good quality volunteer training programmes are in place following up-to-date and relevant best practice	Volunteers carrying out their duties effectively and safely, in line with widespread and current best practice.	<b>Volunteer Coordinator</b> NPA Volunteer Coordinators	Oct 2017
1.2	1.2.1 Review, update and run core training programme for new volunteers in line with BA policy and procedure.  1.2.2 Deliver tailored Health and Safety training to all volunteers and refresh training programme on 3-year cycle.	New volunteers receive a clear understanding of their role, and are undertaking basic activities in a safe and competent manner and in accordance with BA policy and procedure  Volunteers work to minimum health and safety standards in accordance with BA H&S policy and procedure.	New volunteers feeling confident and valued from the start of their experience, and acting as positive ambassadors for the BA and the Broads.  Positive, productive and safe working environment for volunteers and the BA	<b>Volunteer Coordinator</b>  BA: CME supervisors, Deputy Rangers, Education Officer, Visitor Services Supervisor  Occupational Health and Safety Committee	1.2.1: From Oct 2017  1.2.2: Ongoing 3-yearly for each volunteer
1.3	Identify and develop links with external partners and other mechanisms to increase the level of training offered to BA volunteers, including the feasibility of a 'volunteer training hub'.	Volunteers are receiving appropriate role training from a range of experienced and specialist providers	Improved connections between BA and external partners and stakeholders  More resources available training more volunteers and supporting BA teams  Advanced knowledge and career opportunities for volunteers	<b>Volunteer Coordinator</b>  NPA Volunteer Coordinators  Stakeholders and other key organisations	2019

Ref	Actions	Results	Benefits	Resources	Timescales
1.4	<p>1.4.1 Develop and run training programme for BA staff to enable them to supervise volunteers in a confident and safe manner</p> <p>1.4.2 Develop and run training programme for BA staff to enable them to supervise volunteers with particular needs/ circumstances, in a confident and safe manner</p> <p><i>Target: All staff working with volunteers to receive training once every three years</i></p>	<p>All staff supervising volunteers have the necessary skills to supervise a range of volunteers on a regular basis and in a confident and safe manner.</p> <p>Relevant BA staff are working competently and safely with volunteers with particular needs (e.g. adults at risk) or in particular circumstances (e.g. large groups, out of normal working hours)</p>	<p>Increased flexibility within BA work programmes and staff deployments to tasks.</p> <p>Increased volunteering opportunities for individuals requiring support, improving their life skills, health and wellbeing, and career opportunities</p>	<p>BA CME supervisors, Visitor Service Supervisor , Deputy Head Rangers, HR Supervisors</p> <p>Wellbeing</p>	From 2017
1.5	Explore and promote volunteer shadowing exchange programmes with other NPs and similar organisations.	BA volunteers are taking up opportunities to gain experience and develop their roles through shadowing other NPA/ organisational volunteers	Increased knowledge, skills and interest for volunteers based on best practice from other NPs and similar organisations	<p><b>Volunteer Coordinator</b></p> <p>Volunteer focus group</p>	2018/19

**Objective 2: Build the capacity of volunteers to lead tasks and run public events and activities on behalf of the Broads Authority**

Ref	Actions	Results	Benefits	Resources	Timescales
2.1	<p>Develop BA Volunteer Leader and Trainer roles to assist staff, including:</p> <p>2.1.1 Review and update Volunteer Leader role in line with identified needs and expectations of supported staff.</p> <p>2.1.2 Investigate cost and identify funding to develop and run a Volunteer Leader training programme</p> <p>2.1.3 Recruit, train and deploy Volunteer Leaders to assist the BA Ops Technicians, with expansion to other teams after a trial period.</p> <p><i>Target: 4 trained and active volunteer leaders supporting staff by Jan 2019</i></p> <p>2.1.4 Investigate feasibility of Volunteer Trainer role and how it meets the needs and expectations of supported staff.</p> <p>2.1.5 Recruit, train and deploy Volunteer Trainers to assist the Volunteer Coordinator and CME supervisors, with expansion to other teams after a trial period.</p>	<p>Volunteer leaders and trainers are supporting the work of staff, enabling staff to focus on supervising, training and working with volunteers with particular needs</p> <p>Volunteer Leaders are available to supervise volunteering in non-standard work hours</p> <p>Staff are able to apply more flexibility in approaching their work programmes</p>	<p>Improved quality of training to volunteers and enhanced sense of responsibility and role development for leaders</p> <p>Greater integration between different types of volunteers and BA teams</p> <p>More volunteering opportunities available for people who work at evenings and weekends, and more ad hoc volunteering for those unable to commit to regular volunteering</p> <p>Greater volunteer resource capacity for BA</p>	<p><b>Volunteer Coordinator</b></p> <p>BA: CME supervisors, Education Officer</p> <p>External trainer support</p>	<p>2.1.1: Mar 2017</p> <p>2.1.2 : Oct 2017</p> <p>2.1.3: Will be dependent on 2.1.2</p> <p>2.1.4: Apr 2018</p> <p>2.1.5: Will be dependent on 2.1.4</p>

	<i>Target: 2 Volunteer Trainers delivering training to volunteers by 2021</i>				
2.2	<p>2.2.1 Run processes to provide training and supporting resources to volunteers to enable them to represent the BA at public events without direct BA supervision</p> <p><i>Target: BA Events Volunteers representing BA at 4 public events p.a.</i></p> <p>2.2.2 Produce events resource packs targeted to specific events, including teaching resource packs, for use by volunteers</p>	Trained and adequately resourced volunteers are representing the BA at public events without the need for BA staff attendance.	<p>Enhanced level of resource for BA through volunteers acting as front line ambassadors</p> <p>Profile of BA and Broads enhanced through greater direct public engagement</p>	<p><b>Volunteer Coordinator</b></p> <p>Education Officer</p> <p>LPS?</p> <p>External training provider?</p>	<p>In conjunction with BA Education Strategy</p> <p>2019</p> <p>2018</p>
2.3	<p>Develop Visitor Service volunteer role and recruitment processes, including production of a role description for Visitor Service Volunteer (TICs, Yacht Stations and Reedham) and for site specific volunteers to work with visitor service staff to maintain specific sites.</p> <p><i>Target: 2 Visitor Service volunteers supporting staff during peak summer season</i></p>	Volunteers are supporting BA staff at peak periods and at specific locations, including maintenance duties and provision of visitor information.	<p>Improved visitor experience through more direct communication and support with BA representatives</p> <p>Greater visitor safety</p> <p>Potential new resource of well-trained individuals for recruitment to BA staff roles (succession planning)</p> <p>Increased flexibility within the Visitor Service Team during peak visitor season</p>	<b>BA Visitor Services Supervisor</b> , supported by Volunteer Coordinator	TBC w/ Visitor Services team Autumn 2017 - Spring 2018
2.4	2.4.1 Develop and run training programmes to enable volunteers to engage directly with school	Trained and resourced volunteers are helping Broads Environmental Education Network and schools to produce and	Increased knowledge of, and interest in, the Broads and the BA by school	<b>Volunteer Coordinator</b>	In conjunction with BA Education

	<p>children without direct supervision.</p> <p>2.4.2 Put measures in place to enable volunteers to help research, produce and run Broads Curriculum activities (Ref.; Broads Education Strategy 5.3 &amp; 6.4)</p> <p><i>Target: 2 Education Volunteers delivering Broads Curriculum to schools</i></p>	<p>deliver Broads Curriculum materials and activities.</p> <p>Students, teachers and education providers are able to access tailored, up-to-date Broads curriculum materials and related learning materials</p>	<p>children, and by the volunteers.</p> <p>Increased capacity and flexibility for BA Education Officer to deliver more education events</p>	<p><b>Education Officer</b></p> <p>BEEN</p> <p>LPS</p>	<p>Strategy</p> <p>2021</p>
2.5	<p>Develop a revised modular BA training programme incorporating training for Ranger volunteers</p> <p><i>Target: All volunteers trained through module based training programme to standardised levels of competency and capability.</i></p>	<p>New volunteers are undertaking training required to support the Ranger Teams</p> <p>Trained volunteers are providing an effective, tailored resource for the Ranger Teams</p> <p>Non-Ranger volunteers are able to assist the Ranger Teams (e.g. practical volunteers helping with winter tree management )</p>	<p>Improved efficiency and equality across BA volunteer training programmes</p> <p>Increased capacity for BA Ranger teams</p> <p>More variety creating more volunteer interest, engagement and likely retention</p> <p>Potential source of well-trained individuals for recruitment to BA staff roles (succession planning)</p>	<p><b>Deputy Head Rangers</b></p> <p><b>Volunteer Coordinator</b></p> <p>Rangers &amp; CME supervisors</p>	<p>2017/2018</p> <p>2019</p>

**Objective 3: Encourage active volunteering from a more diverse range of people, particularly young people and those with disabilities or health-related issues (links with Ref A2 in Broads Education Strategy 2017–2022)**

Ref	Actions	Results	Benefits	Resources	Timescales
3.1	<p>3.1.1 Develop and promote more Broads-based volunteering opportunities for young people (incl. clear progression pathway from Experience Days/Broads Awards/Broads Young Rangers)</p> <p><i>(Ref. Broads Education Strategy 2.5. <u>Target</u> 10 young people as volunteers per annum)</i></p> <p>3.1.2 Create and offer skills training, volunteering and award opportunities through Broads Landscape Partnership Scheme programme 3D: Broads Young Rangers</p> <p><i>(Ref. Broads Education Strategy 2.3. <u>Target</u> - 12 youth ranger training places)</i></p> <p>3.1.3 Develop and maintain links between BA and local schools and colleges to offer work experience opportunities within appropriate aspects of the BA's work, including regular work placements throughout the year.</p> <p><i><u>Target</u>: Four 16+ year old placements p.a.</i></p>	<p>Local young people are gaining new vocational and life skills, work experience, and meeting new people</p> <p>Young people are taking part in outdoor activities through Young Ranger programme</p>	<p>Better engagement with young people, improved career and social skills and knowledge, better awareness of the natural environment</p> <p>Improved succession planning for volunteer service</p>	<p>Education Officer and Volunteer coordinator</p> <p>Young Ranger Pilot Scheme: Education Officer &amp; Volunteer Coordinator &amp; Ranger Team</p>	<p>From 2018</p> <p>Meeting Jan 2017, rollout of pilot scheme May 2017</p> <p>Sept 2017</p>

	(Ref. Broads Education Strategy 2.1. <u>Target 20</u> placement p.a.)				
3.2	<p>3.2.1 Develop and run volunteering opportunities for families</p> <p>3.2.2 Create and run volunteering training programme linked to responsibility for specific locations, e.g. section of woods or path to monitor and maintain – condition monitoring, bug surveys, light vegetation management, public engagement, etc.</p>	<p>More family groups are taking part in volunteering activities</p> <p>People are volunteering in regular activities in specific locations, taking responsibility for those areas</p>	<p>Greater level of interest and variety for volunteers</p> <p>Happier, healthier family units in the local community having fun together, and building a lifelong interest in volunteering and the Broads</p> <p>Improved recruitment and retention levels</p>	<p>Volunteer Coordinator</p> <p>Education Officer</p> <p>Volunteer Leaders</p> <p>Ranger Team</p>	<p>From 2018 (in part dependent on 3.1.1)</p>
3.3	<p>Identify initiatives and resources through volunteering to support the delivery of specific objectives e.g. health and wellbeing, e.g. Age UK walks, Green Gym, Healthy Walks, MIND, HMP Norwich</p>	<p>BA volunteers are helping to run activities (generally run by external groups and organisations) aimed at improving the health and wellbeing of target groups</p>	<p>Increased accessibility to supported outdoors activities, helping to improve peoples' health and wellbeing</p>	<p>Volunteer Coordinator</p> <p>Volunteer Leaders</p> <p>AgeUK, TCV, MIND, NCC, etc.</p>	<p>From 2018</p>

3.4	<p>Develop site-specific opportunities for volunteers to encourage local community engagement and sense of ownership and to increase accessibility to volunteering, by:</p> <p>3.4.1 Identifying key sites that lend themselves to volunteer-led management/ maintenance</p> <p>3.4.2 Recruiting and training local individuals to look after specific sites under the direction of BA teams e.g. Yacht stations, TICs</p>	<p>More volunteers are based at/near to specific sites close to their communities, and are taking 'ownership' for regular maintenance and checks at those sites.</p>	<p>Reduction in number of people unable to volunteer because of lack of transport</p> <p>Enhanced sense of community ownership and identity for volunteers</p> <p>Greater community engagement</p>	<p>Volunteer Coordinator</p> <p>Ranger Team</p> <p>Visitor Services</p> <p>Volunteer Leaders and Volunteer Trainers</p>	<p>2017</p> <p>On-going</p> <p>2018</p>
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#### Objective 4: Increase the Broads Authority's capacity to sustain an active and improving volunteering service into the long term

Ref	Actions	Results	Benefits	Resources	Timescales
4.1	<p>Review and quantify additional administrative support required to meet objectives within the Strategy</p>	<p>Actions are being put in place to increase the level of administrative support available to the BA Volunteer Service</p> <p>Additional administrative support is providing greater flexibility and a more reactive service in the day-to-day support of volunteers and staff</p> <p>Increased support is available to staff who supervise volunteers</p>	<p>Higher levels of volunteer recruitment and retention</p> <p>Volunteers feeling more valued, leading to greater retention and positive public status</p> <p>Staff feeling more confident and positive about supervising volunteers</p>	<p><b>Volunteer Coordinator</b></p> <p>Consultation with: BA Volunteer Admin Officer, Comms Team, Ranger Team, Management</p>	<p>2017/2018</p>

4.2	Develop and implement administrative processes that create a more coordinated and centrally managed volunteer training programme across all the BA's functions	A central point of control is being used to coordinate the administration of all volunteer training and support requirements.	<p>Reduced duplication of training effort creating a more effective, efficient and fair system</p> <p>Clearer understanding of the skills held overall by the volunteer resource</p> <p>Improved quality of training to volunteers</p> <p>Greater integration between different types of volunteers and different BA teams</p>	<p><b>Volunteer Coordinator</b></p> <p>Consultation with: BA CME Supervisors, Deputy Rangers, Education Officer, Visitor Service Supervisor</p>	Dec 2017
4.3	<p>4.3.1 Review volunteer travel and transport provision and need, and develop evidence and options to improve provision/ access, making use of sustainable transport where possible</p> <p>4.3.2 Alternative means of transport to volunteering sites are available to those volunteers who do not have access to their own transport</p>	<p>Processes are in place to help volunteers get to and from work sites in an easy and time/cost effective way, including those without access to their own transport</p> <p>Projects and initiatives are in place enabling individuals to volunteer locally to where they live.</p>	<p>More people volunteering through improved access to travel and transport options</p> <p>More sustainable methods of transport being used</p>	<p><b>Volunteer Coordinator</b></p> <p>BA Operation Technicians, Rangers, Volunteers</p>	<p>2018</p> <p>2019</p>
4.4	Identify and issue appropriate clothing and Personal Protective Equipment (PPE) to volunteers, including circumstances where appropriate clothing provision may be a barrier to volunteering	Volunteers have the clothing and PPE they need to carry out their duties	<p>Positive, productive and safe experience for volunteers</p> <p>Volunteers not prevented from taking part by lack of appropriate clothing</p>	Volunteer Coordinator, staff supervising volunteers, Volunteer Leaders and Trainers	Ongoing

			Decreased risk of personal injury		
4.5	Carry out (internal and external) research, including surveys, literature reviews and interviews, on incentives and barriers to volunteering to help inform targeted/appropriate recruitment.	The BA is able to run tailored volunteer recruitment and retention processes that enable a wider range of people to take up volunteering opportunities	Wider inclusion and variety within volunteer service  BA able to rely on new volunteers being available when required to support the service	<b>Volunteer Coordinator</b>  Consultation with: Volunteers, CME Supervisors, Deputy Rangers, Education Officer, Visitor Services Supervisor	From 2018
4.6	<p>4.6.1 Review and as necessary produce/update volunteer role descriptions and duties to improve the level and flexibility of volunteering opportunities and support to BA staff</p> <p><i>Target: All volunteer role descriptions reviewed annually</i></p> <p>4.6.2 Develop a comprehensive electronic Volunteer Handbook to give volunteers a first point of reference for FAQ or basic information about the BA</p>	<p>Volunteers are supporting the work of the BA in a range of areas and have more flexibility of choice in duties, hours, etc.</p> <p>Volunteers have a comprehensive first point of reference for information and advice about their role, responsibilities and opportunities, processes and procedures as a BA volunteer.</p>	<p>Increased efficiency and equality in the training programme and greater opportunities available to volunteers, helping recruitment and retention</p> <p>Increased resource capacity for BA teams</p> <p>Increase staff time by having independent volunteers</p>	<p><b>Volunteer Coordinator</b></p> <p>Consultation with staff who supervise volunteers</p>	<p>Ongoing</p> <p>Spring 2018</p>
4.7	Review and develop volunteer-facing communications systems to publicise volunteer programmes and acknowledge volunteers and their achievements to a wider audience, including:	<p>People are finding out about, and signing up to, volunteering activities in the Broads</p> <p>Volunteers are being recognised and rewarded for their contribution to looking after the Broads</p>	<p>Increased public profile for the BA volunteer service</p> <p>Volunteers feeling properly valued and more likely to continue volunteering</p> <p>Better understanding</p>	<p>Volunteer Coordinator</p> <p>Communications Team</p> <p>Consultation with volunteers and</p>	Evolving from 2017/2018

	<p>4.7.1 Develop and run recognition schemes and events for volunteers (incl. award schemes, celebration days, discounts at TICs) where appropriate</p> <p>4.7.2 Develop and implement a communications plan to publicise BA volunteers and their achievements, both within BA and to external audiences</p> <p>4.7.3 Put processes in place to encourage greater interaction /understanding between BA staff/members and volunteers</p>	BA members and staff are learning more about volunteer needs and opportunities, and vice versa	leading to enhanced opportunities for using volunteers to support the BA's work	other volunteer users	
4.8	Investigate the feasibility of accreditation schemes for volunteers	Additional incentives for volunteering are in place (perhaps in specific roles)	Greater sense of reward and diversity for volunteers, encouraging interest and retention	<b>Volunteer coordinator</b>	2019/2020
4.9	Investigate and pursue potential sources of external funding, sponsorship and other support to run the BA volunteer service.	Alerts are in place to potential opportunities for external support to provide new resources	<p>Increased resources for volunteer service</p> <p>Improved engagement with external bodies</p>	<p><b>Volunteer coordinator</b></p> <p>BA external funding support</p>	Ongoing

### **Objective 5: Volunteer training and other commitments are delivered through Broads Landscape Partnership Scheme**

Relevant actions from the Broads Landscape Partnership Scheme ('Water, Mills and Marshes') to be incorporated where appropriate, following discussion with the LPS Programme Manager.

- Floating classroom (out 6 days a week) - BA volunteers trained to skipper/crew floating classroom and deliver talks
- Celebrating the Landscape (pop up events run by Volunteers ) - BA volunteers trained to attend events and engage public
- Medieval Chet Boat (4-5 volunteers per sailing) - BA volunteers trained to look after and sail Chet boat
- Young Rangers Programme (10 young rangers per year) (see Section 3.1.2)
- BA Volunteer Mill Curators (15 – 20 volunteers)

## **Loddon and Chedgrave Conservation Area Re-appraisal**

Report by Historic Environment Manager

**Summary:** Members will be aware that the Authority has a responsibility to review its current Conservation Areas and from time to time consider the designation of new ones. This includes the publication of Appraisals and Management Proposals.

The purpose of this report is to give members the opportunity to comment on the Loddon and Chedgrave Conservation Area Appraisal and consultation prior to a decision on adoption. The Planning Committee considered this at their meeting on 6 January 2017.

### **Recommendation:**

That the Authority:

- (i) consider the Loddon and Chedgrave Conservation Area draft re-appraisal and consultation; and
- (ii) adopt the Loddon and Chedgrave Conservation Area re-appraisal and management plan that falls within the Broads Authority executive area.

## **1 Introduction**

- 1.1 Members have previously agreed to assessment work being carried out on the phased re-appraisal of Conservation Areas, taking into account the duty of the Authority to identify and maintain up to date appraisals of existing Conservation Areas and, as appropriate, designate new areas.
- 1.2 Members will be aware that an informal agreement has been reached with the Districts' Conservation Officers whereby areas that fell mainly within the Broads Authority area would have the appraisal work carried out by the Broads Authority, and areas that fell mainly outside the Broads Authority area would have the appraisal work carried out by the relevant district.
- 1.3 The Loddon and Chedgrave Conservation Area lies partly within the Broads Authority Executive Area and partly within South Norfolk District Council. The majority of the area is within South Norfolk Council's area therefore the appraisal work and the consultation exercise has been carried out and funded by South Norfolk Council. Details of the consultation and feedback received as a result of it are outlined below.

- 1.4 South Norfolk Council's Officers have considered, in the preparation of the re-appraisal and management plan, if boundary changes are required and concluded that, in this instance it is appropriate to include C19 and early C20 development to the south along Beccles Road and an area of landscape to the west within the Chet Valley which includes C19 cottages in the South Norfolk part of the area. The boundary will also be slightly amended within the Broads Authority area alongside the River Chet to the east of the bridge on the north bank to include the whole of the Loddon Quay development. The Broads Authority Historic Environment Manager has been involved in that assessment and provided comments and input on the appraisal.
- 1.5 The Loddon and Chedgrave Conservation Area consultation was discussed at the Broads Authority Heritage Asset Review Group (HARG) on 19 August 2016. At this meeting Members were made aware of South Norfolk Council's intention regarding re-appraisal of the Loddon and Chedgrave Conservation Area. Unfortunately, South Norfolk Council Officers had not made the Broads Authority Officers aware of the draft appraisal prior to the public consultation exercise beginning although comments have been fed in subsequently as outlined above. Members of HARG agreed that a report on the consultation should be brought to the Broads Authority Planning Committee to make a decision regarding adoption.
- 1.6 A copy of the Loddon and Chedgrave Conservation Area re- appraisal, management plan and boundary is appended (Appendix 1).

## **2 Loddon and Chedgrave Conservation Area Consultation Feedback**

- 2.1 A public consultation exercise was undertaken by South Norfolk Council. This included an exhibition held in Loddon and Chedgrave and a presentation was given at a Town Council meeting.
- 2.2 The public consultation period on the appraisal was held from 1 July to 31 July 2016. The full consultation process and a summary of the responses given are at Appendix 2.
- 2.3 All residents affected by the boundary changes were given the opportunity to comment on the proposals. The consultation process that was followed is consistent with that outlined in the Broads Authority's Statement of Community Involvement, although the Broads Authority itself was not involved in the consultation events.
- 2.4 Specific comments received were generally outside of the Broads executive area where additional restrictions in terms of permitted development already apply.
- 2.5 General comments were made regarding replacement windows and about property values for property newly included within the Conservation Area. These comments and specific Officer response to these comments are appended (Appendix 2).

### **3 Assessment and Implications of Adoption**

- 3.1 The Loddon and Chedgrave Conservation Area is one of the 25 Conservation Areas either wholly or partly within the Broads Authority executive area. The Conservation Areas are designated heritage assets.
- 3.2 The Authority has a duty to periodically review Conservation Areas and provide up to date appraisal and management plans for them. The Loddon and Chedgrave Conservation Area currently has an out of date appraisal. The provision of an appraisal and management plan assists local residents and businesses in the preparation of appropriate development proposals within the Area and the Local Planning Authority in the determination of these applications.
- 3.3 The Loddon and Chedgrave Conservation Area boundary is proposed to be altered as a result of the re-appraisal. There will therefore be additional financial implications for its administration by the Broads Authority regarding the consideration of development management proposals or applications for works to trees. There may be very limited financial implications for the Broads Authority for any future re-appraisal work. Although it should be noted that virtually all of the built development within the proposed extension falls within South Norfolk District Council's area.
- 3.4 As regards implications for residents and landowners within the Conservation Area, the re-appraisal represents varying degrees of additional constraint.
- 3.5 Within the Broads Authority part of the area, the additional constraints in the main already apply. Outside of the Broads Authority Area additional restrictions on permitted development rights for householders will result from inclusion within the boundary. These restrictions were summarised and circulated as part of the consultation process. There may therefore be a minor financial implication for residents in the preparation of applications for planning permission that would otherwise be permitted development. This only applies, however, in the South Norfolk part of the Area.
- 3.6 The re-appraisal provides a written interpretation of the characteristics of the Conservation Area and identifies key features, issues and opportunities for enhancement. It is considered that the document will assist residents and landowners in the preparation and development of proposals within the Conservation Area.
- 3.7 It is further considered that the very minor financial implication to the Broads Authority of potential future re-appraisal work is outweighed by the statutory duty placed on the Authority to publish up to date appraisals of Conservation Areas.
- 3.8 Although not unanimous the majority of feedback received as a result of the consultation process has been positive.

- 3.9 South Norfolk District Council are responsible for the formal adoption of that part of the Conservation Area which falls within their area. A report including the minor revisions suggested by the Authority was taken to their Planning Policy and Regulation Policy Committee on 5 October 2016 and supported.
- 3.10 South Norfolk Cabinet adopted the part of the area within their executive boundary on 5 December 2015. The Cabinet report is appended (Appendix 3).
- 3.11 If the appraisal is adopted by the Broads Authority, South Norfolk Council will carry out the statutory notifications and inform residents in line with current legislation.

#### **4 Conclusions**

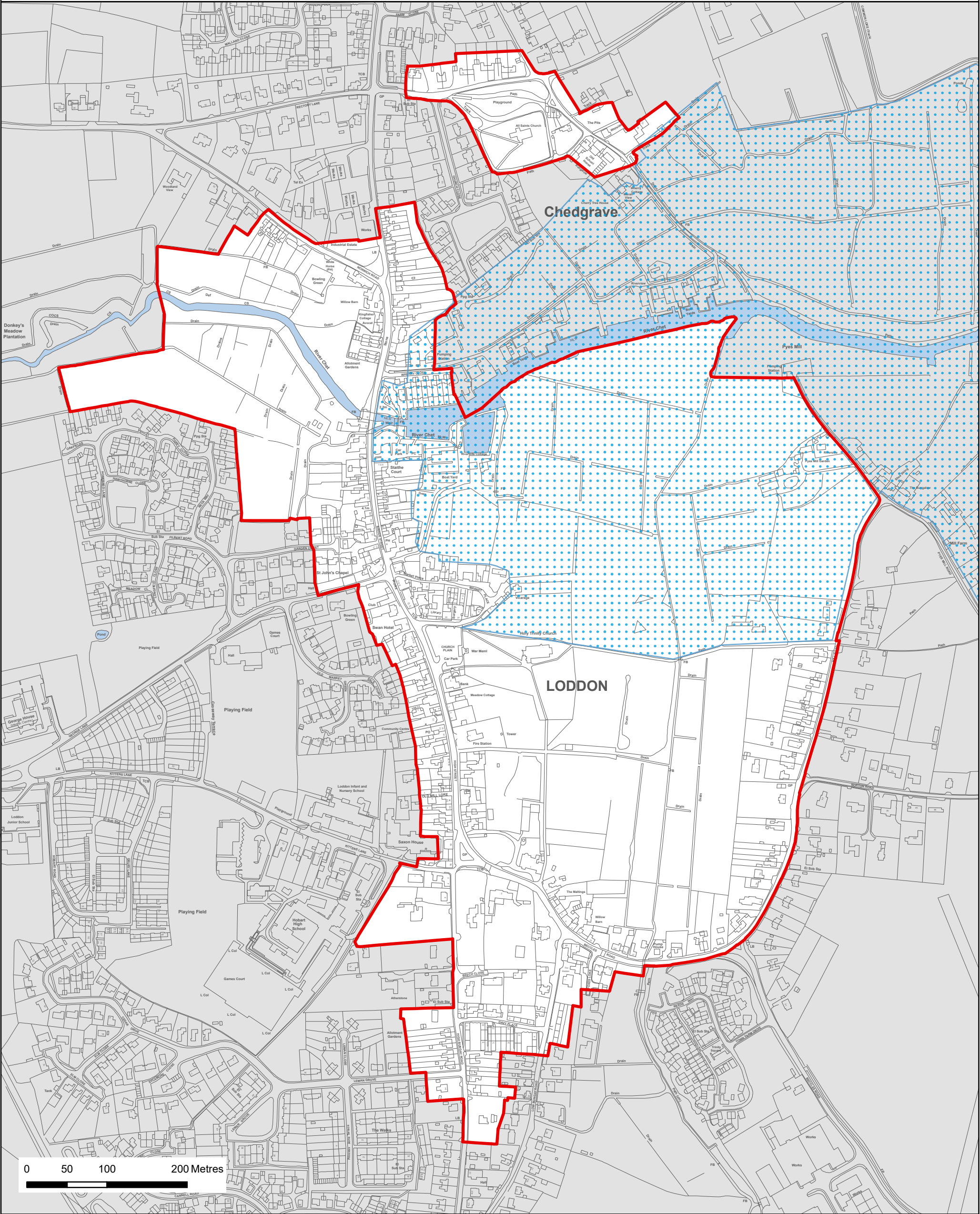
- 4.1 The Planning Committee received this report together with a presentation at its meeting on 6 January 2017. The Committee considered that the area identified by the boundary map including the extension and area described in the appraisal and management plan of Loddon and Chedgrave is worthy of Conservation Area designation following the detailed assessment, public and stakeholder consultation. They are therefore recommending that the appraisal and management plan for the Loddon and Chedgrave Conservation Area, for that part of the Area within the Broads Authority executive area, is formally adopted by the Broads Authority.

Background papers: None

Author: Ben Hogg  
Date of report: 10 January 2017



Appendices: APPENDIX 1 - Loddon and Chedgrave Conservation Area Re-Appraisal Management Plan and Boundary  
APPENDIX 2 - Summary of Consultation responses  
APPENDIX 3 – SNDC Committee Report and Minutes and [Loddon and Chedgrave Character Appraisal](#)

# Loddon & Chedgrave Conservation Area



South Norfolk Council  
Swan Lane  
Long Stratton  
Norwich  
NR15 2XE  
  
Tel: (01508) 533633  
Fax: (01508) 533695

Key

-  Conservation area boundary
-  Broads Authority Executive area



Scale at A3: 1:4,500  
Date: Dec 2016

## Appendix 2

### Consultation responses

#### Consultation process

Prior to preparing a draft assessment and boundary changes informal 'walkabouts' of the areas took place in November 2015. This was formed of a small group of local councillors (district and parish) and local amenity groups, such as local heritage and history societies. Following this process the recommended changes to the boundary were drafted.

The statutory consultation on the prepared appraisal drafts, which included recommended boundary changes and conservation management guidelines, took place from July 1 to 31. The following process took place:

- Residents directly affected by the proposed boundary changes were contacted by letter.
- Emails were sent to Ward Councillors, County Councillors, the Parish Councils, Norfolk County Council Historic Environment Service, Historic England and in the case of Loddon, the Broads Authority.
- Adverts were placed in local libraries and information points, such as local supermarkets or noticeboards and a press release was issued with articles appearing in the local press.
- Exhibitions were erected for a minimum of two days in a publically accessible place within each conservation area, with an officer in attendance for a minimum of three hours.
- The appraisals were available to view on the council's website and at the reception desk, with forms available online to complete.
- Presentations were made to each Parish Council.
- The website and the exhibitions had a questionnaire to prompt a reply on the description of character, drawing of the revised boundary line, and the conservation management guidelines.

#### Comments received and responses:

**Historic England & County Council Historic Environment Service** – no comments

#### Parish Councils:

**Harleston:** Generally supportive and looking forward to working together on future enhancement. The town council is already looking into better replacement street signage for the town.

**Hingham** council were supportive of the appraisal and advised that they would like to work with the district council with regard to future enhancement/improvements.

**Loddon & Chedgrave** councils suggested Langley Park, Chedgrave Manor and Pyes Mill (a landscaped area) could also all be included. *In response, these sites are all peripheral to the*

conservation area and considered too far removed and separate in terms of character when viewed within the context of the central historic part of the town. Chedgrave Manor and Langley Park (the house) are also listed, and Langley Park is a registered park and garden. The landscape that has been included provides an important backdrop to the town and assists in controlling backland development around areas where key parts of the town such as the area around the bridge and the church back onto open countryside.

**The Broad Authority** – no concerns, but would like some additional/updated text included to relate to their planning controls.

## Response from members of the public:

### Harleston:

Comment	Response
There were some comments made that consultation should have been more widespread and better advertised.	<i>The Council has carried out the legal duty in terms of holding a public meeting and went beyond the statutory requirements for the consultation, however, this point is noted and will be important to ensure the appraisal consultations are mentioned in more local media places such as community newsletters and parish noticeboards.</i>
It was suggested that the boundary should be extended further along London Road to include various historic properties, and also to include Malthouse House Court – a recent development adjacent to the listed converted Malthouse.	<i>Although there are some properties of architectural and historic merit along London Road, unlike the terrace which is being included, the properties are more spread out and there has been more infill. The character is therefore more 'diluted' and it is considered does not warrant inclusion. The Malthouse Court development is a good design – but there is considered not to be any threat to it, any planning permission would need to be considered in relation to the setting of the listed building as well as the existing conservation area.</i>

### Hingham

Comment	Response
Two residents within Manor Court were concerned that the historic wall within the Court could be demolished if outside the conservation area.	<i>Due to the historic association to the Manor House of the space and the existing wall, it was decided to keep the area in the conservation area. This was also the subject of debate on the walkabout as to whether the area should in or not.</i>

Some concern was raised at the loss of protection for trees in the areas being proposed to be taken out of the conservation area, particularly in Rectory Gardens.	<i>Many of the areas which are being taken out already have TPOs in place, which give greater protection for the trees than conservation area status. This will however be reviews by the conservation officer and the tree officer to ensure the TPO areas are up-to-date and to see whether any more</i>
Concern that Stone Lane would be taken out because it is an historic lane with some historic properties	<i>The most important feature is the historic wall. However, the properties have also been altered to some extent and have lost their original character. The connection of the wall on its own to the rest of the conservation area is not considered sufficiently significantly to merit being in the conservation area, so it will remain being proposed to be taken out.</i>

## Loddon

Comment	Response
Concerns raised by residents living in the proposed addition to the conservation area in High Bungay Road due to further planning restrictions that would result in terms of replacing windows/doors, adding dormers and replacing/restoring outbuildings. General concern about additional costs that would result when wanting to carryout works. The historic merit of area was also questioned due to the inappropriate alterations that have already been carried out.	<p><i>Planning permission is not required to replace any windows/doors on houses that are single dwellings in the conservation area. It would also not be required to restore an existing outbuilding unless there are any material changes to the external appearance. To replace an outbuilding may require planning permission in a conservation area. A new dormer would require planning permission in a conservation area. However, planning permission can also be required for a new dormer outside a conservation area depending on the size of the dormer.</i></p> <p><i>It is considered that, despite later inappropriate alterations to many of the houses in High Bungay Road in the additional area proposed, the form, proportion, surviving detailing and material finishes of buildings still makes a positive contribution to the historic character of street views. The additional area proposed in High Bungay Road, despite later alterations, still retains some of its historic character which is considered worthy of retention as an addition to the conservation area. Also, at the south end the number of matures trees and listed property, No.25, define a clear end boundary to the conservation area and provide an attractive gateway to it. Although no.34</i></p>

	<i>stands alone as a brick bungalow is distinct mid-20th character and symmetry add interest to the street scene, its trees are also prominent in street views.</i>
Concern was raised about property being de-valued as a result of being included in the conservation area.	Research carried out by the London School of Economics in 2012 indicates that being in a conservation area usually adds value to properties.

## Appendix C

Copies of the appraisal can be found at:

### Harleston:

xxxxxx

### Hingham:

Xxxxx

### Loddon:

xxxxxx

**5 December 2016**

**Agenda Item No 1**

**Conservation Area Appraisals and Boundary Amendments for Harleston, Hingham  
and Loddon Conservation Areas**

**Report of the Senior Conservation and Design Officer**

**Cabinet Member: Lee Hornby, Portfolio Holder for Regulation & Public Safety**

**Chris Bennett**

**01508 533828**

**[cbennett@s-norfolk.gov.uk](mailto:cbennett@s-norfolk.gov.uk)**



## **1.0 Introduction**

- 1.1 The council has a duty under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 to review and designate conservation areas where areas are considered to be of special architectural or historic interest whose character and appearance it is desirable to preserve or enhance. Section 71 requires the authority to formulate and publish proposals for preservation and enhancement of those areas.
- 1.2 The council has 52 conservation areas and we are in the process of reviewing the character and appearance of the conservation areas through conservation area appraisals, accordingly revising boundaries if warranted, and formulating proposals for management and enhancement.
- 1.3 The purpose of this report is for Cabinet to recommend to Council to approve and adopt:
  - Amended conservation area boundaries for Harleston, Hingham and Loddon & Chedgrave Conservation Areas.
  - Conservation area appraisals and conservation management guidelines for Harleston, Hingham and Loddon & Chedgrave Conservation Areas.

## **2.0 Background**

- 2.1 The programme of conservation area appraisals currently being undertaken is the first comprehensive review of the conservation areas since their original designations, in some cases dating back to the mid-1970s. During this period development has led to a change in the character and appearance of the conservation areas and there has also been a change in opinion as to what heritage may be considered worthy of preservation.
- 2.2 The rolling programme of reviewing conservation areas has given priority to those areas where the character is considered to be at greatest threat from change. The appraisals previously adopted are: Diss (2012) Trowse with Newton (2012) Wymondham (2012) Long Stratton (2013) Stoke Holy Cross (2013) Cringleford (2014). The Broads Authority has carried out appraisals which also cover the South Norfolk area for Ditchingham Dam, Ellingham and Geldeston (2013) and Langley Abbey (2014.) It was agreed at the Planning Policy and Regulation Policy Committee on 5<sup>th</sup> October that the next set of appraisals to be carried out during 2016-2017 should be for Bawburgh, Dickleburgh, Hempnall, Mulbarton, Scole, Tacolneston conservation areas.

- 2.3 The appraisals have been carried out in line with the Conservation Area Designation, Appraisal and Management: Historic England Advice Note 1, published February 2016. This is an updated edition of Understanding Place: Conservation Area Designation, Appraisal and Management, first published by English Heritage in March 2011.
- 2.4 The appraisals and proposed boundary revisions were taken to the Planning Policy and Regulation Policy Committee on 5<sup>th</sup> October who recommended approval of the revised boundaries, conservation area appraisals and the conservation management guidelines by Cabinet and Committee. The committee advised that the conservation area for Loddon and Chedgrave should be referred to as Loddon & Chedgrave (the area had been referred to simply as the 'Loddon conservation area' at the consultation stage.)

### **3.0 Current position and issues**

- 3.1 The conservation area boundaries have not been reviewed or amended for these three conservation areas since the original designation in Harleston (26.6.75) and Hingham (17.2.75). Having been originally designated in 1975, Loddon was reviewed and redrawn in 1994 to include the Chedgrave 'satellite' area. In order to be effective in assisting in making planning determinations and making informed decisions, it is important that the conservation area boundaries and appraisal content are up-to-date.
- 3.2 The appraisals assess the character and appearance of the conservation areas and recommend either extending or removing peripheral areas by changing the boundary line depending on whether the areas make a positive, negative or neutral contribution to the conservation area. Conservation management guidelines are included, which set out proposals as to how the conservation areas can be managed and further enhanced.

### **4.0 Consultation**

- 4.1 It is a duty prior to adopting the recommendations of the appraisals for preservation and enhancement of an area to hold a public meeting and to have regard to the views expressed. The public meeting took the form of an exhibition held in each town and a presentation was also given at Parish/Town Council meetings.
- 4.2 In addition a public consultation on the appraisals was undertaken from 1 July to 31 July. The full consultation process and a summary of the responses given are at Appendix B.
- 4.3 Notification of the proposals to change the boundaries was also given through a letter to all the properties directly affected.

- 4.4 Following adoption, the changes in the boundary and properties affected will be advertised in a local paper and the London Gazette. It is a requirement to inform the secretary of state, and a further letter will be sent to all the buildings affected by the proposal to inform them that the revised boundary has been adopted.

## 5.0 Proposals

- 5.1 The maps at Appendix A show the proposed revised conservation area boundaries with the areas to be included and excluded. The red line maps show the new conservation area boundaries.

**Harleston:** The area will be extended to the north and south to include areas of historic 'gateway' development of the C19 and early C20 housing, and also an important area of mature landscaping to the east constituting the former grounds of Caltofts.

**Hingham:** Several sites are being proposed to be removed due to existing historic properties being altered or sites being developed with modern housing.

**Loddon & Chedgrave:** It is proposed to include C19 and early C20 to the south along Beccles Road and an area of landscaping to the west within the Chet Valley which includes C19 cottages. The boundary will also be slightly amended alongside the Chet to the east of the bridge on the north bank to include the whole of the Loddon Quay development.

- 5.2 As a result of the consultation the following changes to the boundaries are proposed subsequent to the consultation:

**Harleston:** A small area of verge landscaping is now proposed to be included on the corner of London Road and Willow Walk.

**Hingham:** Properties within the Manor Court development, which were proposed to be taken out of the conservation area, will remain in it.

These minor revisions were supported by the Planning Policy and Regulation Policy Committee on 5<sup>th</sup> October 2016.

- 5.3 Appendix C contains a link to the three conservation area appraisals. The recommendation is to adopt the appraisals as an evidence base in support of the Local Plan. Planning inspectors have accepted appraisals as a material consideration of considerable weight in appeals whether or not they have been adopted as supplementary Planning Document (SPD), so it is not necessary to adopt as

(SPD). The appraisals also contain conservation management guidelines that will be agreed in principle as part of this adoption process.

## **6.0 Risks and implications arising**

- 6.1 The boundary change and the enlargement of the conservation areas in Harleston and Loddon & Chedgrave may result in some additional planning applications. Some areas of modern development in Harleston, and a number of areas in Hingham, are however being removed. In terms of the overall workload of planning applications, the change is small and insignificant in terms of impact on workloads.
- 6.2 Inclusion in the conservation area will result in the following changes to those properties:
- Any submission for planning permission will be considered with regard to preserving and enhancing the character and appearance of the conservation area.
  - Planning permission will be needed to demolish buildings and other structures such as front garden walls (if over 1m in height)
  - Alterations affecting external appearance, particularly to the front elevation are likely to require planning permission e.g. dormer windows and satellite dishes
  - Six weeks notice is required to be given to the council prior to undertaking any works to trees.
- 6.3 The character assessment in the appraisals will provide improved background information on defining the character and appearance of the conservation areas, and this in turn will lead to an improvement in design and access statements and assist in decision making when determining planning applications.
- 6.4 The conservation management guidelines are written to support and develop good practice in preserving and enhancing the conservation areas.

## **7.0 Decision**

- 7.1 To recommend that Council approves and adopts the amended conservation area boundaries for Harleston, Hingham and Loddon & Chedgrave Conservation Areas.
- 7.2 To recommend that Council approves and adopts the conservation area appraisals and conservation management guidelines for the conservation areas of Harleston, Hingham and Loddon & Chedgrave.

## **Broads Authority**

### **Broads Local Access Forum**

Minutes of the meeting held on 7 Sept 2016

#### **Present:**

Dr Keith Bacon (Chairman)

Mr Olly Barnes  
Miss Liz Brooks  
Mr Nick Dennis  
Mr Alec Hartley  
Mrs Dawn Hatton

Mr George Saunders  
Mr Charles Swan  
Mr Martin Symons  
Mr Ray Walpole  
Mr Chris Yardley

#### **In Attendance**

Ms Lottie Carlton – Administrative Officer  
Mr Adrian Clarke – Senior Waterways and Recreation Officer  
Mr Mark King - Waterways and Recreation Officer  
Ms Andrea Long – Director of Planning and Resources  
Ms Karen Sayer - Design and Information Supervisor

#### **Also In Attendance**

Mrs Kirsty Webber-Walton – Norfolk County Council

#### **1/1 To receive apologies for absence and welcome new members**

Apologies for absence were received from Mr Louis Baugh, Mr Tony Brown, Mr Mike Flett, Mr Tony Gibbons, Dr Peter Mason, Mr Stephen Read and Mr Richard Webb. Members were welcomed.

#### **1/2 To receive declarations of interest**

No declarations of interest needed to be made.

#### **1/3 To receive and confirm the minutes of the meeting held on 8 June 2016**

The minutes of the meeting held on 8 June 2016 were confirmed as a correct record and signed by the Chairman.

## **1/4 To receive any points of information arising from the minutes**

### **(1) Minute 4/4 (1) Ludham Footpath**

The new landowner has signed the permissive path legal agreement and a meeting was due to take place to decide if any gates would need to go in. A request would be made to open the path with a hoped for official launch in October 2016. It was noted that the path could be used by wheelchair users if weather conditions meant the path surface remained dry otherwise it could prove too muddy. Ramps rather than steps were in place to get onto the grassed bank.

### **(2) Minute 4/4 (2) How Hill Footpath**

It was hoped that a funding bid submitted to the Broads Charitable Trust would be confirmed as successful. Completion of work to this stretch of the How Hill footpath will increase access available in the Broads.

### **(3) Minute 4/4 (3) Herringfleet**

The Broads Authority no longer has a lease agreement with the landowner at Herringfleet and therefore does not have any authority or responsibility regarding any future issues arising there. Concerns surrounding access at the site would need to go to Suffolk County Council.

### **(4) Minute 4/4 (7) Cycle and Walking Investment Strategy**

The Cycle and Walking Investment Strategy has not yet been published on the Department for Transport website.

### **(5) Minute 4/7 Draft Integrated Access Strategy Action Plan**

The Integrated Access Strategy Action Plan has been updated with BLAF members' comments. It has also been included in the draft revised Broads Plan which was due to go to consultation from October to December 2016.

### **(6) Minute 4/8 Hickling Project update**

Following a site visit, planning permissions have been granted to those elements of the Hickling Project that required them.

## **1/8 'Access all Areas' video**

It was agreed to bring forward Item 8 to this point in the meeting.

Ms Karen Sayer showed the 'Access all Areas' video that had been filmed after the idea had been raised at the March BLAF meeting. The video would be included as part of a series of similar videos taken around the country both in the National Parks and in London.

**Comments and answers to questions as follows:**

Distribution of the video would be via website links with Visit Britain, Visitor Norfolk, Broads Authority and others. The link to the video is freely available on Youtube (using the search 'access all areas broads national park') and can be used to help promote access in the Broads.

The variety of activities shown was really good. The Ra boat trip was particularly liked due to the height above the water giving a better view.

A press launch for the video would be taking place on 27 September at Barton Broad.

Mr George Saunders was thanked for his help and advice with the video.

## **1/5 Norfolk County Council update**

Unfortunately Dr Andy Hutcheson had to send his apologies for the meeting. At short notice Mrs Kirsty Webber-Walton was attending in his place but was only able to provide update information directly concerning Item 6. However she agreed to take back any comments or queries raised by BLAF members about other issues for this agenda item as follows:

- (1) Cess Staithe, Martham:** Norfolk County Council (NCC) had proposed an alternative diagonal route (across the bollarded car park area) but this was not liked by the landowner whose argument against the proposal included the assertion that Staithes and highways should not be on the same site. NCC's legal advice disagreed and there are plenty of examples of this happening elsewhere. The Forum agreed to NCC's proposed route and provided a letter of support. Additionally, the Parish Council was trying to legally register the Cess Lane link to Martham footpath number 1 which was part of a published circular walking route.
- (2) Horsey footpaths:** NCC are looking at all the current footpaths from Horsey to the sand dunes. There are many anomalies, including the road to the Horsey car park being partially public highways responsibility and partially private. This survey work does not include the dangerous route from Horsey Mill car park to the dunes along the main road taken by families going to view the seals which are becoming a nationally important attraction. However the Broads Integrated Access Strategy has identified this route an issue to look at with a view to talking to landowners to see if a permissive pathway agreement can be negotiated.
- (3) Pathmakers projects at Burgh Castle:** The newly set up charity, Pathmakers, has been working on improvement projects at Burgh Castle with a view to taking these forward in the Norfolk LAF Action Plans.

## **1/6 Norfolk County Council Rights of Way Improvement Plan**

The Review of the NCC Rights of Way Improvement Plan had been circulated prior to the meeting. Mrs Kirsty Webber-Walton gave a presentation highlighting the Countryside Access Improvement Plan (CAIP) 2017-2027 review process. CAIP is the proposed new name for the Rights of Way Improvement Plan.

The Forum was grateful of the opportunity to comment and gave the following initial observations:

- (1) There are opportunities to increase mention of access within the Broads as currently this is virtually missing from the document. For example the themes Biodiversity, Heritage Structures and archaeology, Green Infrastructure and Cycling/Access do not mention the Broads. This misses the opportunity to link to the benefits the Broads National Park brings particularly for tourism, partnership working and funding bids.
- (2) Linking in with the BLAF's Integrated Access Strategy and associated Action Plan could help identify potential partnership projects.
- (3) The section on the governance of LAFs should explain the requirements both for County and National Park LAFs within Norfolk and provide details not just about Norfolk LAF but also the Broads LAF and how the two can work in partnership to deliver parts of the plan.
- (4) The River Wensum Strategy is another omission from the document. This is a major partnership between Norwich City Council, Broads Authority and the Environment Agency delivering access projects along the riverside in Norwich.
- (5) The Historic Environment theme should include Norwich. NCC needs to get more involved with paths in the city including trails out/in and the urban fringe.
- (6) 'Countryside Access Improvement Plan' is perhaps the wrong title as NCC could be accused of trying to dilute away from its statutory function surrounding the Rights of Way network. It would also not work with the inclusion of comments (4) and (5) above.
- (7) BLAF has already fed into Norfolk County Council's Cycling and Walking Action Plan which was similar to the above review, but there does not seem to be any cross working or reference to this plan within the ROWIP/CAIP.
- (8) Stakeholder suggestions for consultation about the ROWIP/CAIP: Norwich City Cycling Campaign and Impact from the Northern Distributor Road.

**Timetable:** It was noted that a new draft ROWIP or CAIP was being put together between August and December 2016 and this revised draft would then go out to public consultation from January 2017 for 10-12 weeks. A further revision would be put together for consideration by Norfolk LAF between May and July 2017. A final CAIP would then be presented to Norfolk County Council's Environmental Development and Transport Committee.

It was agreed that further comments by Forum members should be submitted as section 94 (4) under the Countryside and Rights of Way Act 2000 via the SWRO. The Chairman and SWRO would then put in a response to NCC's ROWIP/CAIP revision on behalf of BLAF incorporating Forum members' comments.

## **1/7 Wherryman's Way update**

At the last BLAF meeting it had been agreed to advise Norfolk County Council, under Section 94 (4) of the Countryside and Rights of Way Act 2000, to place a traffic regulation order on the section of the Wherryman's Way rather than extinguish it in order to give time to try and resolve the problem and carry out remedial works to prevent further deterioration. NCC had accepted this advice.

A meeting is due to take place in October 2016 between all relevant public authorities (NCC, BA, South Norfolk Council, Environment Agency and Natural England) to discuss options.

The Broads Authority has surveyed the route regarding tree and scrub removal and costed up potential work that can be carried out straight away.

Water level monitoring is also being undertaken and results confirmed that water is reaching Loddon basin as normal.

### **Section of the Wherryman's Way from Putts Lane to Chedgrave Common:**

This is currently having the surfacing replaced. The old mesh surface is being removed and a new easy access, wheelchair friendly surface will be put in to replace it. It was suggested that a launch event be used to publicise the work.

### **Reedham Section of Wherryman's Way:**

Due to a mapping route anomaly, taking a 120m stretch of the Wherryman's Way through a property, a permissive path agreement had been set up instead. As, at the time, NCC did not enter into such agreements Broads Authority had taken the lead. Various pieces of countryside furniture had been put in place to facilitate use of the path and these had since deteriorated. The stretch of path has now been closed for health and safety concerns. An estimated £15k to carry out essential works was not considered justified from National Park funding for such a small section of path. NCC have put in a CIL bid for £30k to reinstate the same route but it will need a new permissive path agreement which NCC still do not wish to lead on. The Parish Council are aware of the situation and could potentially act as the lead organisation.

## **1/9 Registration of unrecorded rights of way – Deregulation Act 2016**

The SWRO gave a presentation updating Forum members on the Deregulation Act 2016 provisions regarding registration of unrecorded rights of way.

The Act allows for historical claiming of rights of way but with a cut-off date of 1<sup>st</sup> January 2026 for claims based on pre 1949 historic documentary evidence. There will continue to be some potential for modification applications based on 20 years use.

Applications will need to be reviewed within 3 months of receipt and either added to the Local Authority's list or returned to the applicant with scope for appeal.

The Act allows for negotiated solutions where cases are disputed, for example where a building now blocks the route of an historical path. Diversions would then be included with any modification in one 'consent order'.

The Act intends to make the process less adversarial, time consuming and costly.

After the cut-off date local authorities will not be able to delete any unrecorded rights of way not covered by applications submitted through the above process if the deletion would affect the use of definitive rights of way.

There are likely to be many potential Broads paths to put forward; for example those leading to staithe, unrecorded white roads, unrecorded bridleways and even those that are missing but where there is historical evidence for their existence.

### **Comments and answers to questions as follows:**

Public highways leading to private bridges and then continuing as public highways would need to be considered individually regarding checking the definitive map and historical records.

The SWRO and WRO agreed to check the status of the Berney Arms path from the station.

There is no definitive map of paths in Norwich and therefore confusion arises over rights of way along the riverside walk.

Linked to water mills by disappeared paths could fit the criteria. Any specific examples to be raised through the SWRO in the first instance.

The Chairman and SWRO will be attending a September briefing in London on the Deregulation Act 2016.

### **1/10 River Wensum Strategy update**

The first draft of the River Wensum Strategy would be going out to public consultation in November 2016. A full list of projects within an action plan would be published alongside the draft strategy. An integrated map will be used to show existing and potential river use.

As a stakeholder, the Forum would be consulted prior to the public consultation. Since the next Forum meeting was due to occur after the consultation period it was agreed that members would email any comments to the SWRO or Chairman who would put together a response on behalf of the Forum.

### **1/11 Broads Forum updates**

At the 28 July meeting of the Broads Forum the following items were discussed:

- Re-appointment of Chairman Dr Keith Bacon and Vice-Chairman Mr Michael Flett.

- Presentation on the Lake Restoration Action Plan by BA Senior Ecologist
- Report on the Broads Authority's Mooring Strategy
- Presentation on Staithes Research work by Tom Williamson, UEA.

**Comments and answers to questions as follows:**

It was hoped that BLAF would receive the presentation on Staithes Research at the December meeting.

Waste bins/collections: Following a reclassification of boat waste from domestic to commercial and the withdrawal of collections by District Councils due to a levy placed on such collections by Norfolk County Council, a workshop had taken place in July 2016 attended by stakeholders. A report would be going to BA Navigation Committee on 08 September.

Dredging of Irstead Shoals was also due to be discussed. There could be important access repercussions.

**1/12 To receive any other items of urgent business**

At their last meeting Oulton Parish Council had discussed Barns Meadow Dyke and a proposal to put in a culvert under Sands Lane eventually flowing into the Broad. No information was available as to where the culvert would be sited or how much water would flow into the Broad. Both the Inland Drainage Board and Suffolk County Council were involved. If the planning authority is Waveney District Council they will have to consult the Broads Authority otherwise it would come to the Authority.

The Director of Planning and Resources agreed to check which Planning Authority would deal with any applications submitted and report back to Mr Charles Swan.

**1/13 To note the date of the next meeting**

It was noted that the next meeting was scheduled to take place on Wednesday 7 December 2016 at 2pm.

The meeting concluded at 4.25pm.

Chairman

## **Broads Authority**

### **Planning Committee**

Minutes of the meeting held on 14 October 2016

Present:

Sir Peter Dixon – in the Chair

Mr M Barnard  
Prof J Burgess  
Mr W Dickson  
Ms G Harris

Mr P Rice  
Mr H Thirtle  
Mr V Thomson (From Minute  
4/8(3))

In Attendance:

Ms N Beal – Planning Policy Officer (Minute 4/11 – 4/13)  
Mrs S A Beckett – Administrative Officer (Governance)  
Mr S Bell – for the Solicitor  
Miss M Hammond - Planning Officer (Minute 4/8)  
Ms A Long – Director of Planning and Resources  
Mr N Catherall – Planning Officer (Minute 4/8)

Members of the Public in attendance who spoke:

#### **BA/2016/0165/COND The Ice House, The Shoal, Irstead, Barton Turf**

Mr Kevin Cole                      On behalf of the applicant

#### **BA/2016/0260/CU 39 Slad Lane, Woodbastwick**

Mr Mark Nudd                      On behalf of Objectors  
Mr Nigel Cooper                      The Applicant's agent

#### **BA/2016/0070/COND The Norfolk Mead Hotel, Church Loke, Coltishall**

Ms Poppy Seymore                      Objector  
Mr James Holliday                      On behalf of the applicant

#### **4/1 Apologies for Absence and Welcome**

The Chairman welcomed everyone to the meeting. Apologies were received from John Timewell. Vic Thomson sent apologies for the first part of the meeting. He would be arriving later.

#### **4/2 Declarations of Interest**

Members indicated their declarations of interest in addition to those already registered, as set out in Appendix 1 to these minutes. The Chairman declared a general interest on behalf of all Members relating to application BA/2016/0247/FUL as this was an Authority application.

He also declared an interest concerning BA/2016/0260/CU where members had been lobbied with a series of correspondence, some of which was out of time from the Authority's adopted procedures.

#### **4/3 Chairman's Announcements and Introduction to Public Speaking**

(1) No members of the public indicated that they intended to record proceedings.

##### **(2) Planning Training**

The Chairman reminded Members that there would be training following this meeting. This would include a briefing on the legal framework within which the Authority operated and include updates on the Housing and Planning Act.

##### **(3) Public Speaking**

The Chairman reminded everyone that the scheme for public speaking was in operation for consideration of planning applications, details of which were contained in the Code of Conduct for members and officers. (This did not apply to Enforcement Matters.)

The Chairman wished to clarify the procedures by emphasising that the public speaking required any additional comments on any applications to be received at least three days before the meeting otherwise they would not be taken into account. This did not preclude those who had registered to speak from making the points made in their correspondence within the allotted time for public speaking. In addition it was important that any correspondence for Members concerning an application before the Committee should also be addressed to Broads Authority staff as the relevant officers.

#### **4/4 Minutes: 16 September 2016**

The minutes of the meeting held on 16 September 2016 were agreed as a correct record and signed by the Chairman.

#### **4/5 Points of Information Arising from the Minutes**

None to report.

**4/6 To note whether any items have been proposed as matters of urgent business**

No items had been proposed as matters of urgent business.

**4/7 Requests to Defer Applications and /or Vary the Order of the Agenda**

No requests to defer planning applications or vary the order of the agenda had been received.

**4/8 Applications for Planning Permission**

The Committee considered the following applications submitted under the Town and Country Planning Act 1990, as well as matters of enforcement (also having regard to Human Rights), and reached decisions as set out below. Acting under its delegated powers the Committee authorised the immediate implementation of the decisions.

The following minutes relate to further matters of information, or detailed matters of policy not already covered in the officers' reports, and which were given additional attention.

**(1) BA/2016/0165/COND The Ice House, The Shoal, Irstead, Barton Turf**

Retrospective variation of condition 2 of pp BA/2013/0208/FUL to change the materials required for the windows and external cladding to gables and amend the elevations

Applicant: Mr and Mrs Andrew Lodge

The Planning Officer gave a brief presentation on the application to regularise amendments to a development for a holiday dwelling granted permission in 2014, details of which had been received at the previous meeting in September 2016. Members had deferred the determination of the application at the previous meeting to enable further clarification on the proposal and the applicant's intentions.

The amended plans were to retain the use of wood effect UPVC windows in place of the timber windows submitted with the original planning documents and replace fibre cement boarding with timber. The applicant had confirmed that he was prepared to replace the cladding with waney edged larch to the gables and timber shiplap to the dormers and the windows and doors would be retained in their current form and materials. The applicant wished the timescale to complete the replacement cladding to the new dwelling to be of reasonable length (up to 24 months instead of the 12 months recommended by officers) in order to be able to manage the financial implications for the implementation of phase 2 of the Ice House refurbishment.

The Planning Officer explained that in light of the statement from the applicant, there were no changes in circumstances since the report to the previous meeting and therefore the recommendation remained the same. She explained that although financial considerations were not normally taken into account, on this occasion, the application was one which would enable the restoration of a heritage asset that contributed to the Broads environment and these need to be weighed into the assessment. Officers considered that one year was appropriate. In conclusion, the application was therefore recommended for approval subject to advertisement as a departure from the development plan and a repeat of the other original conditions and the inclusion of timber cladding to be replaced within one year, and a section 106 agreement.

Mr Cole on behalf of the applicant apologised for the confusion that had arisen. He explained that Mr Lodge had wished to persuade members that all the materials incorporated into the new dwelling should remain. He had not knowingly or willingly gone against the wishes of the Authority. There had been a misunderstanding of the conditions. The main aim had been to channel funds into the restoration of the Ice House and this had been achieved to a very high standard, with Phase 1 having been completed and Phase 2 for the thatching was ahead of schedule. He had also understood that a high standard was required for the new development and this had also been achieved. The applicant was prepared to accept the Officer's recommendation although would prefer to have a period of two years in order to complete the restoration of the Ice House within that time.

A member expressed concern that by accepting the proposal, it could set a precedent. He did not consider that it had merit. Other Members considered that the main objective was to complete the restoration of the Ice House, there were exceptional circumstances and by accepting the compromise recommendation, it would not be setting a precedent but would be contributing to the enabling development and could be supported.

Jacquie Burgess proposed, seconded by Paul Rice that the Officer's recommendation be accepted to include the condition that the cladding be replaced within one year.

Bill Dickson proposed an amendment that the period for replacing the cladding be within two years. This was not seconded.

**RESOLVED** by 6 votes in favour to 1 against

that the application be approved subject to the prior completion of a Section 106 Agreement and detailed conditions as outlined within the report. The proposal is considered to be acceptable as a departure from Policy DP4 of the adopted Development Management Policies (2011) as, nonetheless, it would achieve the aim of conserving a heritage asset in accordance with Policy DP5 of the Development

Management Policies (2011), Policies CS1 and CS5 of the adopted Core Strategy (2007) and the National Planning Policy Framework (2012) which is a material consideration in the determination of this application.

- (2) **BA/2016/0260/CU 39 Slad Lane, Woodbastwick**  
Change of use of ground floor cottage to tea room (class A3)  
Applicant: Woodbastwick Estate

The Planning Officer provided a detailed presentation on the application to provide a new tea room primarily for visitors to Salhouse Broad. This would be located in the ground floor of the cottage adjacent to the footpath down to the important tourism site of the Broad. The first floor of the cottage would be retained for use as a flat for residential accommodation. Permission was therefore required for change of use to include alterations to take account of the new commercial use but these would be of a high standard that would maintain the rural domestic cottage character. Although technically in the parish of Woodbastwick, the site was related to Salhouse within the Salhouse Conservation Area and outside the development boundary. It was intended that the tea room would provide 24 covers internally and 44 externally, operating all year round between 8.00am – 7 pm daily. The existing hard standing would be increased to provide 12 parking spaces plus one disabled space and a level pathway would be provided.

The Planning Officer referred to the significant amount of local interest in the proposal particularly on the basis of concerns about the economic impact on the two existing cafes in the village which were popular and provided valuable local facilities. Other concerns related to highway and environmental health issues relating to parking provision and toilet facilities. Although it was pleasing to note that the village benefited from such valuable economic and community facilities, and it would be regrettable if these were lost, the matter of competition between businesses was not a material planning consideration and could not be considered in the determination of the application.

Since the report had been written a Tree Impact Assessment had been submitted with comments from the arboricultural consultant relating to trees. The Highways Authority had responded to the amended plans and was satisfied that the parking provision met the recommended standards. They had no objections but had recommended that conditions be added including appropriate signage for parking specifically for the café and to deter people from using the Salhouse Broad car park. Resident parking would be accommodated adjacent to the building. The Environmental Health Officer and Building Control had provided comments and recommended separate male and female toilets. Other matters would be covered by building regulations. Other comments had also been received objecting to the proposal.

The Planning Officer commented that although the local interest was understood, having carefully assessed the application against the appropriate policies particularly para 28 of the NPPF, Policy DP14 and the impacts on highways, ecology, design and the Conservation Area, the application was considered to be acceptable subject to conditions.

Mr Nudd Owner of Prima Rosa Tea Room, Craft and Convenience Shop in the village spoke on behalf of objectors. He stressed that all the businesses in the locality relied heavily on the tourism season and queried the sustainability of the all year round proposal.

He considered that Policy DP27 was relevant and that the application was contrary to this. He considered that the potential closure of the Post office, tea room and coffee shop within the village, which also had retail shopping facilities was not just speculation and their existence would be jeopardised. The application was not considered to be robust enough to justify opening the tea room all year round.

He also expressed concern in relation to DP11 Access to Land and highways considerations. He considered that the Highways assessment was based on the tearoom having 36 covers, but this appeared to have risen to 68. He did not consider that it would be acceptable to use the private car park that was for public use for those people visiting the Broad.

Mr Cooper from David Futter Associates Ltd on behalf of the applicant commented that the proposed tea room in its tranquil setting would provide additional tourist facilities for the nearby attractive Salhouse Broad including the campsite. It would complement and encourage further use of the other facilities in the area. He appreciated the concerns expressed that it would have a negative impact but he disagreed with this and felt it would have a positive effect and as a small scale development would increase the numbers of visitors to the benefit of the area. He considered that business competition was not the role of the Local Planning Authority and that the proposal met the aims of the Authority's planning policies and the NPPF. With regard to the matters concerning the trees, the applicant would be happy to reroute the path and retain trees as suggested. He would also rearrange the toilet facilities as necessary. The agent did not think that the proposed tea room would rely hugely on the car park at the beginning of the walk down to Salhouse Broad. It could be possible to reduce the external seating area. However, he did not consider there would be a problem.

In answer to members' questions concerning the campsite which had been referred to by the agent and the objectors, the Planning Officer explained that this was outside the Broads Authority area and within Broadland District Council's area. There were thought to be

approximately 20 pitches with one camping pod. Those using the campsite parked in the car park at the start of the walk to Salhouse Broad and therefore Broadland District Council had granted a temporary consent in order to monitor the use of the car park.

Members considered that the proposed tea room was more closely related to the village than Salhouse Broad. Therefore they considered that as it was not closely associated with an existing tourism site such as a group of holiday dwellings, boatyard or established sailing or similar club and therefore they were more mindful of the second part of Policy DP14 relating to facilities within the open countryside. Members did not consider that the need for such facilities in this location had been clearly and demonstrably justified.

In addition, Members had considerable concerns about the proposal in relation to the on-site car parking provision. There was a lack of clarity as well as confusion as to the number of covers to be provided, which would also impact on the number of staff and therefore the total car parking spaces needed. It was also not clear as to whether the applicant would be relying on the car park that was available for public use at the start of the footpath down to Salhouse Broad, commenting that this was invariably very well used already. They therefore considered that it could not be satisfactorily assessed in terms of the highway network.

Peter Dixon proposed, seconded by Gail Harris and it was

RESOLVED unanimously

that the application be refused as the proposal is considered to be contrary to Policy DP14 (2011) and as it could not be satisfactorily assessed in terms of its impact on the highway network it was therefore contrary to Policy DP11 of the adopted Development Management Policies .

(3) **BA/2016/0070/COND The Norfolk Mead Hotel, Church Loke, Coltishall**

Variation to Condition 9 of planning permission BA/2013/0096/FUL for alterations to parking plan

Applicant: Mr James Holliday

The Planning Officer provided a detailed presentation of the application to amend a condition relating to the parking plan originally approved under BA/2013/0096/FUL that included a function room. This involved the utilisation of two areas at the hotel site for overflow parking, one in a paddock area to the north of the hotel (Car Park 1) and another area underneath trees to the east of the access drive and partly opposite No.1 Barn Mead (Car Park 2). The scheme also involved consideration of another area to accommodate an increase in staff parking. In addition to the parking on the driveway in front of the main hotel, the

original plan provided for overflow parking on the large lawn in front of the main hotel. However, due to the success of the function room demand had exceeded expectation and overflow parking on the front lawn was considered to have a detrimental impact on the amenities and character of the listed building. Therefore alternative arrangements were proposed which had been trialled. The issue of potential noise and disturbance associated with parking had been a point of concern for some local residents over a number of months (as reported to Planning Committee in September 2016). A number of complaints had been received.

Having provided a detailed assessment, the Planning Officer concluded that the proposed alteration to the parking plan would not result in a detrimental impact on residential amenity or privacy, damage to trees, or be detrimental to the setting of the Grade II Hotel Listed building and therefore he recommended the application for approval subject to reinstating all the original conditions to take account of the changes.

Ms Poppy Seymore on behalf of the residents in Barn Mead cottages commented that they had employed an agent on their behalf. Since the building of the function room at the hotel, there had been considerable noise and disturbance to the local residents, particularly with cars parking under the trees adjacent to their properties which had been very upsetting. Originally a quiet country hotel, the changes that had taken place had impacted on their privacy and amenity. The advice of their agent was that the increased intensification of use had amounted to a material change of use which could be considered as a breach of planning law. If approved, it was considered that the Authority would have failed in its statutory duty. Ms Seymore confirmed that the paddock where Car Park 1 was located was in her ownership and provided to the hotel on a year on year basis. She would not want its capacity for cars to be increased, as it was a habitat for wildlife. It was also not considered acceptable to have parking along the drive.

Mr Holliday, the owner of the Norfolk Mead commented that the Authority had given unanimous approval for the planning permission for the Function Room in 2014. This had proved to be very successful for the whole business so that it was now a profitable concern, which also benefited Ms Seymore through their business dealings. The Norfolk Mead had become well recognised, with excellent reports on TripAdvisor (coming second in the whole of East Anglia) as well as having received a number of awards of which he was very proud. He commented that without the additional car parking facilities to accommodate the events, the hotel was not likely to be viable as it very much depended on the use of the function room and therefore provision of an additional 40 spaces as back up.

Although the original plan had overflow parking on the lawn in front of the hotel, English Heritage was not happy with this as it impacted on

the listed building. In addition, the ground conditions were not suitable or practical. He had had numbers of discussion with Ms Seymore and the planning officers and been very transparent in negotiations. The overflow car parks would not be used more than 30 to 35 occasions per year, with the first overflow using Car Park 1, and only lastly Car Park 2. When not required, the areas would be cordoned off. He also explained that staff would only be required to park at the back of the hotel when large events were taking place. He recognised that there was still room for improvement and confirmed that taxi services were offered and attempts were made to minimise the parking required.

The Director of Planning and Resources commented that she did not agree with the objectors' planning agent's advice. The function room was part of the whole hotel and had planning permission integral to it. There was not a material change of use. This was confirmed by the Solicitor. The function room supported the Hotel and was in the same Use Classes Order and therefore there was no change. Members were reminded that they were dealing with a variation of a condition.

Having received answers to a number of questions and given the matter careful consideration, Members considered that on balance, they supported the officer's assessment, recognising the difficulties involved, details of which they were very aware.

Jacquie Burgess proposed, seconded by Gail Harris and it was

RESOLVED unanimously

that the application be approved subject to conditions outlined within the report. The proposal is considered to be in accordance with Policies DP5 and DP28 of the Development Plan Document (2011), and the National Planning Policy Framework (2012) which is a material consideration in the determination of this application.

(4) **BA/2016/0247/FUL Whitlingham Broad Visitors Centre,  
Whitlingham Lane, Trowse**

Nesting Tower

Applicant: Ms Andrea Kelly, Broads Authority

The Chairman commented that the application was before the Committee as the applicant was the Broads Authority. Gail Harris, having declared an interest as a Whitlingham Charitable Trustee left the room for this item.

The Planning Officer provided a presentation of the proposal for the installation of a nesting tower within the car park at the Whitlingham Broad Visitors centre, the aim being to encourage its use by swifts with its twenty internal nest boxes. No objections had been received and having provided a detailed assessment, the Planning Officer recommended approval of the application subject to conditions.

Members recognised the decline in the number of swifts and welcomed the proposal considering it to be an excellent addition to the Visitors centre, especially with interpretation and possibly the addition of a web cam to be provided in the barn. Members were satisfied with the assessment in the report and considered that as no conflicting issues arose, and policies were satisfied, the application could be approved.

Jacquie Burgess proposed, seconded by Haydn Thirtle and it was

RESOLVED unanimously

that the application be approved subject to conditions as outlined within the report as the development is considered to be acceptable in accordance with Policies CS1 and CS5 of the adopted Core Strategy (2007), Policies DP1, DP2, DP4, DP5 and DP28 of the adopted Development Management Policies DPD (2011), Policy WH11 of the adopted Site Specific Policies Local Plan (2014) and the National Planning Policy Framework (2012) which is a material consideration in the determination of this application.

#### **4/9 Enforcement Update**

The Committee received an updated report on enforcement matters already referred to Committee.

**With reference to Thorpe Island**, it was noted that a planning application had been received by the deadline of 24 September 2016 but there were omissions and it had not been in accordance with the Planning Inspector's decision. The applicant through his agent had been given an additional amount of time to correct the omissions by 9.00am this morning. An application that was capable of validation with the right fee had now been received but it was the Officer's view that the application was still not consistent with the 2014 Planning Inspector's decision and criteria of the Injunction. There were a number of conditions which the information submitted to date did not comply with.

Members considered that the real issue was the requirement to be compliant with the injunction, which did not appear to have been achieved. They were not minded to provide more time for the applicant to submit the further details required in respect of compliance with the injunction, since the matter had been running for a number of years. It was agreed that Counsel's advice be sought on the next steps.

RESOLVED

- (i) that Counsel's advice be sought in relation to the matters at Thorpe Island; and

- (ii) that all Members of the Authority be appraised of the latest situation together with the adjoining authorities and appropriate stakeholders.

**The Ferry Inn at Horning:** it was noted that following withdrawal of the application in September, the owner had engaged a professional agent and pre-application discussions were now ongoing with a view to converting some of the existing buildings. Mr Rice commented that now the owner had an agent, he would not be required as a mediator. In addition, North Norfolk District would be reconvening the Flood Forum which was due to meet within the next fortnight.

RESOLVED

that the Enforcement Update report be noted.

#### **4/10 Broads Local Plan – Preferred Options (October) Bite Size Pieces**

The Committee received a report introducing the sixth set of the topics/ Bite Size pieces of the Preferred Options version of the Broads Local Plan relating to the following:

Appendix A: Links between the Broads Plan and Local Plan

Appendix B: Duty to Cooperate Statement

Appendix C: Sequential Test

Appendix D: Permission in Principle section

Appendix E: How issues included in the Issue and Options have been addressed

Appendix F: What has happened to the currently adopted policies

Appendix G: Approach to consultation

Appendix H: Neighbourhood Plan v Local Plan

It was noted that the Appendices provided did not necessarily represent the final text or approach but were part of the development of that text for the Local Plan. There might be other consideration between the final version being presented to the Planning Committee in November 2016.

Members considered each of the Appendices in turn. They considered that the table setting out the links between the Broads Plan and Local Plan were very helpful.

With regard to Duty to Cooperate, the Vice-Chairman of the Planning Committee reported that he together with the Planning Policy Officer had attended the recent members meeting which had been very interesting and helpful particularly with regard to land management. With regard to the reference to the Mayor of London, this was a requirement of the provisions for Duty to Cooperate. London was unable to meet its Housing need and therefore it had to consult with other areas to help achieve the targets, which would have an impact on other areas.

Appendix D relating to Permission in Principle (PIP) was a new requirement as part of the Housing and Planning Act 2016, further details of which were still required from the government and which would be referred to in the training session following this meeting.

Members considered that Appendix E providing information on how the Issues and Options had been taken forward and Appendix F referring to the policies within the existing development plan were very important and useful.

Members noted and endorsed the proposed arrangements for the Consultation of the Preferred Options (Appendix G) and requested they be given plenty of advance notice of the drop in sessions.

Members thanked the Planning Policy Officer and other colleagues for the thorough work being undertaken.

**RESOLVED**

that the report be noted and endorsed.

**4/11 Broads Local Plan: New Flood Risk Supplementary Planning Document – Consultation Version**

The Committee received a report setting out a new Draft Flood Risk Supplementary Planning Document SPD, with the intention that this would be the subject of public consultation in November and December 2016. The aim of the Flood Risk DPD was to raise awareness of the nature of flood risk in the Broads area and give advice to developers and others about the Authority's approach to the issue of development and flood risk and emphasise the need to maintain a high standard of design for new waterside development.

**RESOLVED**

(i) that the report be noted; and the Committee

**RECOMMEND** to the full Authority

(ii) that the new Supplementary Planning Document on Flood Risk be approved for consultation.

**4/12 Broads Local Plan: Adopting the Biodiversity Enhancements and Waterside Bungalows Guides**

The Committee received a report on the Information guides produced to help applicants meet any requirements placed upon them to enhance wildlife as part of their development proposals as well as give guidance and advice to those intending to alter waterside bungalows. The Guides had been the subject of consultation and Members noted the responses received together with the officers responses as set out in Appendix A to the report. Members

also considered the amendments proposed to the Guides which they considered acceptable. They queried the use of the word “bungalows” as some of the buildings were not actually bungalows. When compiling the Local List, many had been termed as Waterside Chalets and it was considered that this would be more appropriate. It was also considered that when pictures were used in the document, it would be helpful to indicate where the location of the building was.

**RESOLVED**

- (i) that the responses and amendments to the Guides be noted and welcomed; and the Committee

**RECOMMEND to the full Authority**

- (ii) that the Biodiversity Enhancement Guide and Waterside Chalet/Bungalow Guide be adopted.

**4/13 Appeals to Secretary of State Update**

The Committee received a report on the appeals to the Secretary of State against the Authority’s decisions since 1 April 2016.

**RESOLVED**

that the report be noted.

**4/14 Decisions Made by Officers under Delegated Powers**

The Committee received a schedule of decisions made by officers under delegated powers from 3 September 2016 to 27 September 2016.

Members were informed that in the future, there would be a note within the weekly lists requesting them to inform officers if they had any connection with any of the validated applications listed. This was to ensure the correct procedures were followed and that applications were brought before the Committee when necessary.

**RESOLVED**

that the report be noted.

#### **4/15 Date of Next Meeting**

The next meeting of the Planning Committee would be held on Friday 11 November 2016 starting at 10.00 am at Yare House, 62- 64 Thorpe Road, Norwich.

The meeting concluded at 12.55 pm

CHAIRMAN

## Code of Conduct for Members

### Declaration of Interests

**Committee:**            **Planning Committee**

**Date of Meeting:**    14 October 2016

<b>Name</b>	<b>Agenda/ Minute No(s)</b>	<b>Nature of Interest (Please describe the nature of the interest)</b>
All Members	4/8(4)	Application BA/2016/0247/FUL Whitlingham Broad Visitors Centre, Whitlingham Lane, Trowse – Broads Authority application
Paul Rice	4/8 and 4/9	(i) Slad Lane Sit on IDB with one of the applicants (ii) Involved in Mediation on Ferry Inn
Gail Harris	4/8(4)	Director of Whitlingham Charitable Trust – will withdraw from meeting for this item
Bill Dickson	-	-
Vic Thomson	4/8(4)	BA/2014/0274/FUL Director of Whitlingham Charitable Trust.

**Broads Authority**  
**Planning Committee**

Minutes of the meeting held on 11 November 2016

Present:

Sir Peter Dixon – in the Chair

Mr M Barnard  
Prof J Burgess  
Mr W Dickson

Ms G Harris  
Mr H Thirtle  
Mr V Thomson

In Attendance:

Ms N Beal – Planning Policy Officer (Minute 5/11 – 5/13)  
Mrs S A Beckett – Administrative Officer (Governance)  
Ms S Evans – Planning Officer (Compliance and Implementation)  
Ms A Long – Director of Planning and Resources  
Mr G Papworth – Planning Assistant  
Ms C Smith – Head of Planning

**5/1 Apologies for Absence and Welcome**

The Chairman welcomed everyone to the meeting. Apologies were received from Paul Rice and John Timewell.

**5/2 Declarations of Interest**

Members indicated their declarations of interest in addition to those already registered, as set out in Appendix 1 to these minutes. The Chairman declared a general interest on behalf of all Members relating to application BA/2016/0330/CU H Helska Leisure Centre, Ferry Marina, Horning as the applicant was related to a member of the Navigation Committee who was a former member of the Authority.

**5/3 Chairman's Announcements and Introduction to Public Speaking**

The Chairman announced that as no members of the public were in attendance, there would be no need for public speaking.

**5/4 Minutes: 14 October 2016**

The minutes of the meeting held on 14 October 2016 were agreed as a correct record and signed by the Chairman.

**5/5 Points of Information Arising from the Minutes**

None to report

**5/6 To note whether any items have been proposed as matters of urgent business**

No items had been proposed as matters of urgent business.

**5/7 Requests to Defer Applications and /or Vary the Order of the Agenda**

No requests to defer planning applications or vary the order of the agenda had been received.

**5/8 Applications for Planning Permission**

The Committee considered the following application submitted under the Town and Country Planning Act 1990, as well as matters of enforcement (also having regard to Human Rights), and reached decisions as set out below. Acting under its delegated powers the Committee authorised the immediate implementation of the decision.

The following minutes relate to further matters of information, or detailed matters of policy not already covered in the officers' reports, and which were given additional attention.

**(1) BA/2016/0330/CU Helska Leisure Centre, Ferry Marina, Ferry Road, Horning**

Change of Use of Office/Reception (Class B1)

Applicant: Mr Len Funnell

The application was before members as the applicant was related to a member of the Navigation Committee who was a former member of the Authority.

The Planning Assistant gave a presentation on the application for the change of use of the swimming pool section of the leisure centre associated with Ferry Marina into an office and reception area. It was understood that the swimming pool use was declining and was no longer viable. Other uses such as the café, small launderette, fish and chip shop and boat sales offices would remain. The use of the office and reception area would all be part of the same business.

Since the report had been written, Horning Parish Council had commented that they were in support of the application.

Having assessed the application particularly for the impact of the change of use of such a visitor facility and the criteria related to Policies DP27 and DP18, the Planning Assistant concluded that although the loss of a visitor facility was regrettable, the continued use associated with the business would still provide local employment and/or support the local tourist industry. There would be no additional traffic, and on the basis that the existing provision for swimming pool facilities within the District already exceeded demand there would not

be sufficient grounds to refuse the application. It was therefore considered that on balance the proposed use was acceptable and recommended for approval.

A member expresses some concern that a recent application (2011) had been granted for an extension of the leisure complex that included new swimming pool changing facilities. However, it was understood that the swimming pool was no longer viable and the applicant wished to limit the liabilities of the business. Members concurred with the Officer's assessment.

RESOLVED unanimously

that the application be approved subject to detailed conditions as outlined within the report. The proposal is considered to be acceptable and in accordance with the development plan particularly Policies DP18, DP27 and DP29 of the Development Management Plan (2011).

#### **5/9 Enforcement of Planning Control: Mooring of Caravan on Floating Pontoon at Plot 9/9A Martham**

The Committee received a report concerning the use of a mooring cut at Plot 9A alongside the River Thurne upstream of Potter Heigham for the mooring of a caravan on a floating pontoon which was connected to domestic services and used for residential purposes. Such a use was a breach of planning as the site being a leisure plot could not be used for the use of mooring vessels or the mooring of structures used for residential purposes. Members noted that the term "vessel" as stated in para 1.8 of the report should have read 'caravan'. Members noted that the breach of planning had been ongoing since 2014 and there had been numerous visits from and correspondence with officers. The owner was adamant that the structure was a vessel and had registered it as such and paid a toll in accordance with the regulations under the Broads Act.

It was recognised that the situation was not straight forward. It was noted that the Authority had encountered a similar case which had been the subject of an appeal, and detailed Planning Inspector's decision, with the Inspector concluding that not everything which floats is a boat. Officers were satisfied that the installation of the caravan on floating pontoons constituted development and its use for accommodation constituted a change of use to residential, was therefore unauthorised and in this location contrary to adopted Policies DP22, DP25, DP17, DP2 and DP4.

Members considered that there had been a clear and deliberate breach of planning control and considered that the recommendation before them was consistent with advice from the previous decision referred to above. They considered that it was necessary to take enforcement action in order to protect the local environment. They requested that the previous decision be appended to the Minutes.

RESOLVED unanimously

that an Enforcement Notice be served (in consultation with the Solicitor) requiring the cessation of the residential use and the removal of the caravan on floating pontoons known as “Broad minded” with a period of 3 months for compliance as it was contrary to policy and on the basis of the decision on a previous case (Details of which are attached to this Minute at Appendix 2 - Mr and Mrs Collins BA2010/0043/UNAUP4).

#### **5/10 Enforcement Update**

The Committee received an updated report on enforcement matters already referred to Committee.

**With reference to Thorpe Island**, it was noted that Counsel’s advice had been sought. A planning application had been received that had now been validated and was currently being processed.

RESOLVED

that the Enforcement Update report be noted.

#### **5/11 Broads Local Plan – Preferred Options Local Plan, Sustainability Appraisal, Habitats Regulation Assessment for consultation**

The Committee received a report introducing the Preferred Options version of the Broads Local Plan with the accompanying Sustainability Appraisal and Habitats Regulation Assessment set out as follows:

- Appendix A Preferred Options Local Plan
- Appendix B Sustainability Appraisal
- Appendix C Habitats Regulations Assessment
- Accompanying Draft Policy Maps (25)

The documents were available on line and an additional Section 8 of the Sustainability Appraisal had been sent out separately.

The Preferred Options were all the result of the first round of consultations and Members had considered the majority of the Preferred Options in bite sized pieces between April and October 2016. Members noted that the Preferred Option version of the Local Plan combined the previous development plan policies – core strategy, development management policies and site specifics into one with many of the policies from these being rolled forward with no changes or minor ones as well as incorporating new topics.

The Navigation Committee had been provided with those policies relevant to navigation at its meeting on 27 October 2016 and comments had been invited. The Planning Committee considered and welcomed the comments received and accepted the positive responses provided by the Planning Policy officer.

Members noted that the Habitats Regulations Assessment as required by the Habitats Directive and UK Regulations provided by consultants, Footprint Ecology generally supported the thrust of the Local Plan as being sound and some minor text changes provided had been incorporated.

The Sustainability Appraisal had been prepared in house and was required to examine whether the effects of the specific sites area allocation and policies would give rise to sustainability benefits or dis-benefits. It was therefore designed to ensure that potential environmental effects were given full consideration alongside social and economic issues. The findings of the SA was summarised in the Local Plan and the policies rated well against sustainability criteria. Members noted the three negative impacts which had been specifically identified. However, it was considered that these could be mitigated. One of these – the site at Hedera House, Thurne had been included in the previous Site Specifics document by the Local Plan Inspector. It was considered that the consultation could raise some other issues which might not yet have been identified. A member raised the issue of the further loss of moorings which could be a significant threat through a resulting loss of business to the area. It was agreed to include this point within the Broads Local Plan and Sustainability Assessment.

The Viability Assessment required by the NPPF to assess the financial viability of the new Local Plan was being undertaken by Hamson Barron Smith and the first draft indicated that there were no major concerns or issues. However, some more work was required on a number of areas, some of which would be discussed at the consultation event(s). Once received the Viability Assessment would be sent out for consultation following the publication for consultation of the Broads Local Plan and SA, with a period for responses within the statutory consultation period required. Consultees would be informed that the Viability Assessment would follow.

It was noted that the Public Consultation was intended to take place from 5 December 2016 to 3 February 2017. Members had received notice of the three drop in sessions [scheduled for 15 December, 6 – 8 pm (Horning), Saturday 7 January 2017, 10 – 12.30pm (Oulton) and Thursday 19 January 2017, 6 – 8pm (Loddon/Chedgrave)]. There would be hard copies of the Local Plan and associated documents at various venues in addition to it being advertised in the press and being available from the Authority's website.

A report would be brought back to the Committee following the consultation and the next version would be the Publication version. It was anticipated that the publication version of the Local Plan and supporting documents would be available in April 2017. In the meantime, a series of new sections of the Local Plan would be brought to the Committee for consideration.

The Committee congratulated the Planning Policy Officer on the resulting documents and commended the approach that had been taken to enable consideration of the issues in bite-size pieces. They advocated the use of some illustrations particularly for the front cover of the document.

RECOMMENDED to the full Authority

that the Broads Local Plan and associated documents be approved for public consultation.

#### **5/12 Appeals to Secretary of State Update**

The Committee received a report on the appeals to the Secretary of State against the Authority's decisions since 1 April 2016. It was noted that the Planning Inspectorate were dealing with a considerable backlog and therefore decisions on the appeals were taking longer than should be expected.

RESOLVED

that the report be noted.

#### **5/13 Decisions Made by Officers under Delegated Powers**

The Committee received a schedule of decisions made by officers under delegated powers from 27 September 2016 to 25 October 2016.

Members were pleased to note that five of the applications dealt with had come from the Monitoring process now in place. With reference to an anticipated potential application at Burghwood Barns, Ormesby St Michael, members requested that this be brought to Committee for consideration.

RESOLVED

that the report be noted.

#### **5/14 Circular 28/83: Publication of Planning Authorities Development Control Statistics for the Quarter ending 30 September 2016.**

The Committee received a report that provided the development control statistics for the quarter ending 30 September 2016.

Members considered that it would be useful as a benchmarking exercise to compare the Authority's performance against its neighbouring Districts as well as that of the other National Parks. Officers undertook to provide the information.

RESOLVED

that the report be noted.

**5/15 Date of Next Meeting**

The next meeting of the Planning Committee would be held on Friday 9 December 2016 starting at 10.00 am at Yare House, 62- 64 Thorpe Road, Norwich.

The meeting concluded at 11.14 am.

CHAIRMAN

## Code of Conduct for Members

### Declaration of Interests

**Committee:**            **Planning Committee**

**Date of Meeting:**    11 November 2016

<b>Name</b>	<b>Agenda/ Minute No(s)</b>	<b>Nature of Interest (Please describe the nature of the interest)</b>
All Members	5/8(1) and (2)	Application BA/2016/0330/CU Helska Leisure Centre, Ferry Marina, Horning Applicant related to Navigation Committee member
Jacquie Burgess		As previously declared
Bill Dickson	-	-
Haydn Thirtle	-	-
Gail Harris	(minutes)	Director of Whitlingham Charitable Trust
Vic Thomson		Director of Whitlingham Charitable Trust
Peter Dixon	5/8	Application BA/2016/0330/CU – knows the applicant



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# Appeal Decisions

Site visit made on 24 November 2010

**by Nigel Burrows BA MRTPI**

**an Inspector appointed by the Secretary of State for Communities and Local Government**

**Decision date: 11 January 2011**

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**Appeal Refs: APP/E9505/C/10/2134003 & 2134010**

**Land at Thorpe Island, Yarmouth Road, Thorpe St Andrew, Norwich, Norfolk, NR7 0HE**

- The appeals are made under section 174 of the Town and Country Planning Act 1990 as amended by the Planning and Compensation Act 1991.
- The appeals are made by Mr Peter Collins and Mrs Jane Collins against an enforcement notice issued by The Broads Planning Authority.
- The Broads Authority's reference is BA/2010/0043/UNAUP4.
- The notice was issued on 21 July 2010.
- The breach of planning control as alleged in the notice is 'In the approximate position marked with a cross on the attached plan, and without planning permission, the unauthorised operational development of that land, namely the construction of a two storey structure constructed of wood'.
- The requirements of the notice are:-
  - 1) Remove the unauthorised operational development; and
  - 2) Remove the materials used in the construction of the unauthorised structure off the Land and/or to an area which has planning permission for the storage of such materials; and
  - (3) Restore the mooring cut to a condition fit for the use of mooring vessels.
- The period for compliance with the requirements is 2 months.
- The appeals are proceeding on the grounds set out in section 174(2) (c) of the Town and Country Planning Act 1990 as amended. Since the prescribed fees have not been paid within the specified period, the application for planning permission deemed to have been made under section 177(5) of the Act as amended does not fall to be considered.

**Summary of Decisions: The appeals are dismissed and the enforcement notice is upheld**

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## Procedural Matters

1. The appellants have lodged the appeals on ground (c) as indicated above. As the fees required to keep the deemed planning applications alive have not been paid, the planning merits of the development do not fall to be considered. Accordingly, I have taken into account the evidence that has been presented only insofar as it is relevant to my consideration of the specific issue set out within section 174(2) (c) of the Act.

## The appeals on ground (c)

2. The onus is on the appellants under this ground of appeal to make out the case that there has not been a breach of planning control. The enforcement notice is directed at operational development, namely the construction of a two storey timber structure on a steel hulled flat bottomed barge about 7m long by 3.5m wide<sup>1</sup>. The barge lies in a mooring cut of slightly larger dimensions on the northeast side of Thorpe Island opposite the Rush Cutters public house and near a railway bridge at Thorpe St Andrew.

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<sup>1</sup> According to the Broads Authority's calculations

- The appellants' stance is the barge floats and it is capable of navigation; it is therefore a boat and planning permission is not required for the works referred to in the notice.
3. According to the appellants the barge has a rudder, a propeller and an engine room. However, there is no evidence to confirm that it actually has an engine. The appellants have a tug which can be used to move the barge and they also indicate that it can be moved manually, but their plan is to keep the barge on its mooring. The appellants' submissions confirm the two storey timber structure is intended as a 'holiday home'.
  4. The Broads Authority contends the erection of the structure, by virtue of its size and bulk, has rendered the barge incapable of navigation and it is not capable of travelling over water in any meaningful way; whether the structure floats or not, it no longer has the essential characteristics of a boat or a vessel. The Authority considers the erection of the structure amounts to operational development requiring planning permission.
  5. In terms of fact and degree, the works that have been carried out do not appear to have involved the fitting out of a boat or vessel for the purpose of navigation or travelling over water. The works do not appear to include the provision of any means of propulsion or navigation aids and there is a notable absence of the equipment one might expect to find on a boat or vessel intended for navigation. The height and bulk of the structure, which extends across the majority of the barge, has compromised its ability to navigate and its unwieldy nature suggests that it could only be manoeuvred with some difficulty. In effect, the barge has been subsumed beneath a two storey structure intended as a holiday home and which, as the appellants confirm, is intended to stay in situ. Overall, I share the Authority's view that the appeal structure is not a boat or vessel. The fact that the structure is capable of floating and of being moved (as I saw at the site visit) does not imply that it is immune from normal planning controls.
  6. The appellants have drawn my attention to other boats and barges with wooden structures including some at Woodbridge and on the Orwell Estuary, but the planning status of these examples is unclear. In any event, the appeal structure is somewhat unique and, in planning terms, I am not persuaded that it is comparable to boats or vessels elsewhere that have been constructed or kept on tidal moorings or waterways.
  7. The Authority also contends the structure cannot be regarded as a houseboat. As the Authority points out, the Courts<sup>2</sup> have held that a low rectangular floating platform with a two storey wooden house on it differed so far from what could be called a typical houseboat, as to no longer merit the description 'houseboat'. Reference is also made to an appeal decision relating to a marina in Staffordshire, in which the Inspector observed there is a considerable difference between a boat or a vessel designed for or converted into residential accommodation (where the hull usually forms part of the living space) and a flat pontoon on which a timber holiday chalet had been erected. Similar considerations apply in this case. As I have indicated, the barge has been subsumed beneath a two storey structure intended as a holiday home. To my mind, its appearance is more akin to a dwelling built on a floating platform than a houseboat.
  8. There is no doubt that the appeal structure is capable of floating, but the fact remains that not everything that floats is a boat. Consequently, it is necessary to consider whether it is a 'building' for the purposes of the Town and Country Planning Act 1990.
  9. Section 336(1) of the Act defines 'building' as including any structure or erection, and any part of a building, as so defined (but does not include plant or machinery comprised in a building). It must also be borne in mind that for, planning purposes, water is considered to be 'land'. There is case law concerning the change of use of land covered by water, although in this instance the notice alleges that operational development has taken place. With respect to the question of what is a 'building', the Courts<sup>3</sup> have identified three primary factors which should be taken into account,

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<sup>2</sup> *Sussex Investments Ltd v SSE and Spelthorne BC* [1997]

<sup>3</sup> Including *Cardiff Rating Authority v Guest Keen Baldwin's Iron and Steel Co Ltd* [1949] as subsequently endorsed by the Court of Appeal in *Skerritts of Nottingham Ltd v SSETR (No.2)* [2000]

namely size, permanence and physical attachment. However, no one factor is decisive.

10. With respect to size, the scale and bulk of the structure has necessitated its construction in situ, as opposed to it being brought on to the site ready made. In terms of permanence, the indications are that it is intended to stay in the cut and there is no evidence to suggest it is likely to move any significant distance. The structure has not yet been fitted out internally but its overall design is indicative of the intention to use it as a dwelling, which reinforces the impression that it has been provided with a prospect of permanence. In terms of physical attachment, there is no evidence of any services connected to the structure but it is attached to the land by ropes and it sits on the mud for extensive periods. The nature of the structure is such that it is able to sit on the land under its own weight for the majority of the time and occasional movement, such as floating on a sufficiently high tide, does not prevent it becoming part of the land.
11. As a matter of fact and degree, I conclude the structure constitutes a 'building' for the purposes of the Act. Consequently, building operations have taken place without the necessary planning permission and therefore a breach of planning control has occurred as alleged in the notice. The appeals on ground (c) fail.
12. I have taken into account all the other matters raised in the representations, but I find they do not alter or outweigh the main considerations that have led to my decisions.

### **Formal Decisions**

13. I dismiss the appeals and uphold the enforcement notice.

*Nigel Burrows*

INSPECTOR

## **Broads Authority**

### **Planning Committee**

Minutes of the meeting held on 9 December 2016

Present:

Sir Peter Dixon – in the Chair

Mr M Barnard  
Prof J Burgess  
Mr W Dickson  
Ms G Harris

Mr H Thirtle  
Mr V Thomson (From Minute 6/9)  
Mr J Timewell

In Attendance:

Ms N Beal – Planning Policy Officer (Minute 6/11 – 6/13)  
Mrs S A Beckett – Administrative Officer (Governance)  
Mr S Bell – For the Solicitor  
Ms M Hammond – Planning Officer  
Mr B Hogg – Historic Environment Manager  
Mr S Hayden – Arboricultural Consultant  
Ms A Long – Director of Planning and Resources  
Ms C Smith – Head of Planning

Members of the Public in attendance who spoke

#### **BA/2016/0355/COND and BA/2016/0356/COND Waveney River Centre, Staithe Road, Burgh St Peter**

Mr Michael Haslam  
Mr James Knight                      The Agent for the applicant

#### **BA/2016//COND /0363/FUL Rockland Broad, Rockland St Mary**

Mr Jonathon Cook                      On behalf of the applicant

#### **6/1 Apologies for Absence and Welcome**

The Chairman welcomed everyone to the meeting. Apologies were received from Mr Paul Rice. Mr Vic Thomson would be arriving later.

#### **6/2 Declarations of Interest**

Members indicated their declarations of interest in addition to those already registered, as set out in Appendix 1 to these minutes. The Chairman declared a general interest on behalf of all Members relating to applications:

- BA/2016/0355/COND and BA/2016/0356/COND Waveney River Centre, Staithe Road, Burgh St Peter as the applicant was a member of the Navigation Committee; and
- BA/216/0363/FUL Rockland Broad where the Authority was acting as agent for the applicant – Rockland Parish Council.

### **6/3 Chairman's Announcements and Introduction to Public Speaking**

- (1) **Broads Local Plan:** The Chairman reminded everyone of the drop in sessions as part of the consultation for the Broads Local Plan. The public consultation was due to end on 3 February 2017.
  - Thursday 15 December 2016, 6pm to 8pm Horning Village Hall
  - Saturday 7 January 2017, 10.00am – 12.30pm Oulton Community Centre
  - Thursday 19 January 2017, 6pm – 8pm Loddon and Chedgrave Jubilee Hall Sports and Social Club
- (2) **Planning Design Tour - Potential Date:** The Chairman reported that it was proposed to hold the next Planning Design Tour in June on either the scheduled site visit day of 9 June or 16 June 2017. The Administrative Officer would canvas members via a doodle poll to see which date was most suitable.

In response to the Chairman's request as to whether anyone wished to film or record the proceedings, Mr Knight informed the Committee that he would be doing so.

The Chairman reminded everyone that the scheme for public speaking was in operation for consideration of planning applications, details of which were contained in the Code of Conduct for members and officers. (This did not apply to Enforcement Matters.)

### **6/4 Minutes: 11 November 2016**

The minutes of the meeting held on 11 November 2016 were agreed as a correct record and signed by the Chairman.

### **6/5 Points of Information Arising from the Minutes**

None to report.

### **6/6 To note whether any items have been proposed as matters of urgent business**

No items had been proposed as matters of urgent business.

## **6/7 Requests to Defer Applications and /or Vary the Order of the Agenda**

A request to defer planning application BA/2016/0376/FUL to enable the applicant to gather and provide further information, had been received. The Chairman reported that the report would be deferred.

No requests to vary the order of the agenda had been received.

## **6/8 Applications for Planning Permission**

The Committee considered the following application submitted under the Town and Country Planning Act 1990, as well as matters of enforcement (also having regard to Human Rights), and reached decisions as set out below. Acting under its delegated powers the Committee authorised the immediate implementation of the decision.

The following minutes relate to further matters of information, or detailed matters of policy not already covered in the officers' reports, and which were given additional attention.

### **(1) BA/2016/0355/COND and BA/2016/0356/COND Waveney River Centre, Staithe Road, Burgh St Peter**

Removal of condition 4: passing bay signs of permission  
BA/2016/0088/COND

Removal of condition 1: temporary consent and condition 6: passing bay signs, of permission BA/2016/0064/COND.

Applicant: Mr James Knight

The applications were before members as the applicant is a member of the Navigation Committee and a former member of the Full Authority.

The Planning Officer gave a detailed presentation of the two applications. These involved the removal of conditions from two previous planning permissions. The conditions had been first applied to the original permission for residential moorings in 2015 (BA/2015/0251/FUL) and restaurant extension (BA/2015/0360/FUL) to make the development acceptable in highways terms. One condition was included within both permissions BA/2016/0064/COND and BA/2016/0088/COND requiring the signage of passing bays. Since the original permissions had been granted, the Highways Authority had changed their position. They now advised that since 2013 they had resisted such signage on the grounds of reducing sign clutter in the area and future maintenance costs and therefore such a condition was no longer reasonable. The Highways Authority now accepted that both developments, individually and cumulatively, were acceptable without mitigation measures and therefore the proposal to remove condition 4 from BA/2016/0088/COND and condition 6 from BA/2016/0064/COND was acceptable in accordance with Policy DP11. The Planning Officer concluded that approval could be given for the Highways conditions on both applications to be removed.

The second application BA/2016/0356/COND also related to the removal of Condition 1 which related to a temporary time limit for the original application for ten residential moorings (BA/2015/0251/FUL) and subsequent BA/2016/0064/COND. Members had given a five year temporary approval to enable an assessment of the impacts in terms of the site's viability and the economics of providing facilities, and to assess whether the provision of ten residential moorings did improve the economic viability of the Centre. The applicant argued on the basis of marginality, viability, uncertainty and insecurity of tenure for the residential moorings, appearance, and against planning guidelines. The Planning Officer referred to the Planning Practice Guidance on temporary permissions and addressed each of the reasons presented by the applicant in turn particularly taking account of the criteria of Policy DP25 and other relevant policies. The Planning Officer considered that there had been no changes in the circumstances since the original permission had been given. Therefore a temporary time limit was still considered necessary in accordance with the Planning Practice Guidance and recommended this be retained within the conditions for approval. It was also considered that the 5 year temporary permission should be from the date of any consent given to this application.

The Planning Officer referred to outstanding matters relating to unauthorised development and four breaches of condition relating to landscaping, demarcation of parking, signage and use of residential moorings. Two of the four breaches had been resolved and the signage was in place. With regard to the demarcation of parking spaces in relation to the shop, reception and restaurant, this had not been completed and the Highways Authority had advised the applicant that they would not have an objection to the Authority not enforcing this condition. On this basis, the Planning Officer recommended that this condition be not enforced.

With regards to the two existing alternative permissions for the residential moorings BA/2015/0251/FUL or BA/2016/0064/COND, the Planning Officer stated that both had conditions requiring details to be agreed prior to first use of the moorings within two months of the grant of the permissions, whichever was the earlier. Officers had been trying to ascertain whether either permission had been implemented and whether the requirement for those conditions to be discharged had been triggered. On the basis of the information presented, it would appear that neither permission had been implemented.

Mr Haslam on behalf of the applicant, referred to previous advice and correspondence from the Head of Planning which had pointed out the criteria in Policy DP25, explaining that the site was outside the development boundary but giving the view that proposed development would not be contrary to the objectives of the policy. His client was

surprised at the Officer's original recommendation for refusal but was pleased that the Committee had approved the application. In referring to the residential moorings and the requirement for temporary permission, Mr Haslam explained that there had not been a demand for residential moorings due to the temporary permission. Two potential customers for the occupation of the residential mooring berths had indicated they would not take up the moorings unless the permission was permanent. He requested that members examine the implications of imposing the temporary permission particularly when it expired and the potential need to vacate the premises when there were no other places available in the area, and the obligation on Local Authorities to offer accommodation. He contended that the reason to impose the temporary condition was vague and imprecise and the applicant had no idea of the information and evidence that was required by the planning authority at the end of the temporary period to measure viability. It also failed the test of reasonableness as it rendered the development incapable of implementation. He emphasised that the proposal was for a diversification of the business on the basis of a diversification of the use of the moorings from recreational to residential. The application was for modest diversification of a successful business and he urged the Committee to support the application to remove the temporary consent.

Members expressed considerable regret about the position they had been put in with regards to the highways advice. Highways had strongly argued for the imposition of the condition concerning signage at the passing bays due to the potential increase in traffic and associated impact from the additional ten residential moorings and restaurant on this rural road network. However, Members accepted that the highways advice had changed and therefore the removal of the highways condition was now acceptable.

With regards to the temporary consent, Members had acknowledged that the applicant's original justification for the development was to increase the viability of the business particularly in the winter months. They therefore had imposed the condition to enable an assessment of the impacts of the development on the business's viability and whether the provision of the ten residential moorings would improve the economic viability of the social amenities and facilities available for others. This was on the basis that any permission was a departure from the development plan but would be in accordance with the Authority's policies to support tourism and employment uses. Some members stated that they considered the condition was imposed on a very reasonable basis and that it should be possible to provide specific and measurable evidence of viability. In general they were of the view that no additional significant evidence had been supplied at this stage and queried whether the applicant had sought to establish what evidence was required. Some members considered that the temporary condition should not be removed on the basis of the views of two

individuals, although others queried whether the condition was capable of trial.

Following further discussion, the Chairman proposed that the Committee consider each of the Officer's recommendations in turn.

Bill Dickson, seconded by Haydn Thirtle proposed an amendment to recommendation (2) in the report, that the time limit of 5 years on the temporary consent be retained from the original permission (BA/2016/0064/COND) and not from the date when a decision would be issued on BA/2016/0356/COND.

On being put to the vote, the amendment was accepted by 3 votes for, 2 against and 2 abstentions.

RESOLVED unanimously

- (i) Application BA/2016/0355/COND Removal of condition 4: passing bay signs of permission BA/2016/0088/COND  
That the application be approved subject to the previous conditions (amended to reflect the implementation of the development and discharge of pre-commencement conditions, minus condition 4) as outlined within the report.  
Application BA/2016/0355/COND is considered acceptable in accordance with Policy DP11 of the adopted Development Management Policies (2011) and the National Planning Policy Framework (2012), a material consideration in the determination of this application.

RESOLVED by 5 votes to 1 against and 1 abstention

- (ii) Application BA/2016/0356/COND Removal of condition 1: temporary consent and condition 6: passing bay signs, of permission BA/2016/0064/COND.  
That the application involving the removal of condition 6 be approved subject to conditions outlined within the report but retaining the temporary consent as from the date of the original permission.  
Application BA/2016/0356/COND is considered acceptable in accordance with Policy DP11 of the adopted Development Management Policies (2011) and the National Planning Policy Framework (2012). It does not comply with criterion (a) of Policy DP25 but it is considered that there are sufficient material considerations to outweigh the conflict with the plan and allow it as a departure on a temporary trial period as from the original permission.

RESOLVED unanimously

- (iii) Non-compliance with Condition 3 of BA/2015/0236/COND (Demarcation of parking spaces)

No further action be taken.

- (2) **BA/2016/0376/FUL Land at Pump lane, West Caister**  
New rural workers dwelling and development supporting current business  
Applicant: Mr Darren Woolsey

This application was deferred to enable the applicant to gather further information.

- (3) **BA/2016/0363/FUL Rockland Broad, Rockland St Mary**  
Replacement and extension of silt curtains installed in 2011 (PP BA/2011/0002/FUL) to protect three Peat baulks. A single barrier protecting two islands will be approximately 130m in length, with another barrier protecting the third island of approximately 60m in length  
Applicant: Mr Jonathan Cook

The Head of Planning provided a detailed presentation of the application for techniques to protect three small reed islands situated in the south-east corner of Rockland Broad from erosion from wash and grazing by geese. The method involved providing silt curtains to protect all three islands, with the two islands which were subject of a previous experiment to be protected by one continuous silt curtain measuring 130 metres in length, and the third island to be protected by a silt curtain measuring 60 metres in length.

Since the writing of the report, further correspondence had been received from the Environment Agency stating that it had no objections in principle and recommending required mitigating measures. The Senior Ecologist was satisfied that the techniques used would be suitable to provide these. Comments from Natural England were still awaited.

Following an assessment of the key issues relating to impact on landscape, navigation and conservation, the Head of Planning concluded that the proposals offered the potential for significant landscape improvements through the protection of features which were distinctive to and characteristic of the Broads and would provide valuable protected habitat for native flora and fauna. It was further considered that the proposals were not likely to have an unacceptable impact on navigation. It was therefore recommended for approval subject to receipt of the comments from Natural England.

Members were in favour of the application and recognised the benefits. They did have concerns about the possibility of “signage” as indicated in the proposed conditions and considered that the use of buoys at the appropriate locations would be more appropriate. They considered that there should be appropriate minimum demarcation of the works in relation to the main navigation channel but signage would be an intrusion in the natural landscape.

#### RESOLVED

that the application be approved subject to comments from Natural England and conditions as outlined within the report with an amendment to the condition referring to “signage” but to have this replaced with an appropriate form of minimum demarcation. The proposal is considered to be in accordance with Policies CS1, CS3, and CS5 of the Core Strategy (2007), Policy DP1 of the Development Management Document (2011), and the National Planning Policy Framework (2012).

### **6/9 Enforcement of Planning Control: Eagle’s Nest, Ferry Road, Horning**

The Committee received a further report from that received in June 2014 concerning the unauthorised use of a boathouse for holiday accommodation at Eagles Nest, Ferry Road, Horning. In addition, the boatshed originally granted in 2010 had not been built in accordance with the approved materials and the unauthorised materials remained. A composite boarding had been used to clad the walls and white UPVC windows have been installed. Timber boarding and windows were approved. One of the original conditions on the planning permission for the development of the boathouse was that it be used for mooring and storage only.

The Head of Planning reported that the owner had informed the Authority that the boathouse was no longer being used as holiday accommodation but was being used as residential accommodation by the manager of the boatyard business as it was very useful for him to be on hand to deal with customers, many of whom had disabilities. The planning consultant on behalf of the owner had written to the Authority requesting deferral of consideration of the matter in order to submit more information to support a certificate of lawful use and or submit a planning application for change of use of part of the boathouse to manager’s accommodation.

Members considered that there had been a clear breach of planning permission and it would be expedient to proceed as recommended in the report. A member suggested that the owner be given three months to comply and possibly submit a planning application. However, it was noted that there would be a minimum of 28 days from the serving of a Breach of Condition Notice (BCN) before it came into effect and the owner could submit a planning application within that time. Members considered that the conditions of the original planning permission granted in 2011 had been ignored and the owner had had sufficient time to remedy the situation.

RESOLVED by 7 votes to 0 against, and 1 abstention

- (i) that authorisation is granted for the serving of a Breach of Condition Notice in respect of:

Condition 3 (of application BA/2010/0012/FUL) requiring the replacement of the black composite boarding with black feather board finish in timber with a compliance period of 6 months; and

Condition 6 (of application BA/2010/0012/FUL) requiring the removal of all fittings facilitating the holiday and/or residential use of the first floor and the cessation of any holiday and/or residential use of the first floor, with a compliance period of 3 months.

And for

- (ii) prosecution (in consultation with the solicitor) in the event that the Breach of Condition Notice is not complied with.

## **6/10 Enforcement Update**

The Committee received an updated report on enforcement matters already referred to Committee.

### **With reference to Thorpe Island**

It was noted that a planning application had been received and a start made on processing this. However, Norwich City Council had raised an objection on the basis that the red line boundary of the application included land within their ownership and as landowner they had not been officially notified by the applicant prior to submitting the application, as was legally required. Therefore the application, if Norwich City Council was right, was technically flawed and could not rightly be progressed. The Authority had notified the applicant's agent and was awaiting a response. The Authority was obliged to deal with an application appropriately and if it did not comply with the legal requirements, the Authority should not be considering the application. Therefore the application had been halted due to a point of law that needed to be addressed before it could proceed.

### **Ferry Inn at Horning**

A meeting with the landowners' new agent had taken place on 10 November 2016 and a further request had been received for the Authority to withdraw the enforcement action as it was not considered that the structures in place were development. Members noted that Mr Paul Rice had attempted to act as a mediator for some considerable time and that the matter had been of concern since 2012. Officers were very confident that the issue under consideration was development. Members were satisfied with the decision they had taken in February 2016 to pursue enforcement action, that this should stand and officers proceed accordingly.

### **Broad Minded Plot 9/9A Martham**

Members had been clear that the mooring of Caravan on a Floating Pontoon was development. A request had been made (by the Environment Agency) for (a further) 90 days in order to persuade the owner to remove the structure. Bearing in mind that the owner had already had 18 months in which to comply, members agreed to deny the request.

RESOLVED

that the Enforcement Update report be noted.

### **6/11 Broads Local Plan –Local Plan Topics for the publication version**

The Committee received a report introducing the topics for the Publication version of the Broads Local Plan set out as follows:

- Appendix A Land at Chedgrave Assessment
- Appendix B East Marine Plan Assessment
- Appendix C Housing and Economic Land Availability Assessment

These documents would inform the draft policy approach in the publication version and the final text within it. There may be other consideration coming to light between now and final version that would be presented to Planning Committee in April 2017.

Members were supportive of the recommendations and details within each of the appendices. They were pleased to note that the Authority's policies had been checked against those of the East Marine Plan Assessment and there were no implications.

RESOLVED

that the recommendations and details within each of the documents provided were supported and endorsed to inform the publication version of the Broads Local Plan.

### **6/12 Annual Monitoring Report**

The Committee received a covering report together with the Annual Monitoring Report for the financial year 2015/16. This covered both Planning Policy and Development Management. With regards to Planning Policy the report also covered progress against the Local development Scheme as well as updates regarding work undertaken under the auspices of Duty to Cooperate beyond March 2016.

RESOLVED

that the report be noted and welcomed and published on the Authority's website.

## **6/13 Confirmation of Re-Served Tree Preservation Orders**

The Historic Environment Manager introduced the Authority's Arboricultural Consultant, Mr Steve Hayden. He presented the report on the recent review of the Tree Preservation Orders (TPOs) in the Broads Authority area to ensure that existing TPOs were compliant with the current legislation and were accurate and consistent as required by all LPAs and in accordance with the criteria set out in The Town and Country (Tree Preservation) (England) Regulations 2012. All trees considered to be worthy of preservation for amenity value or at risk required confirmation by the LPA and under the Authority's scheme of delegation TPOs all new and any amendments to existing TPOs must be determined and confirmed by the Planning Committee.

Members noted the procedures required and the findings of the review involving 37 of the existing TPOs. For 34 of the trees re issued with TPOs no objections were received, one representation was received relating to an inaccuracy in the order (BA/2016/0003/TPO) as the tree no longer existed and one related to an issue with the BA boundary (BA/2016/0019/TPO). It was proposed that the latter two be not confirmed at this stage. One objection was received in relation to a tree at Wayford Bridge as set out at Appendix 2 to the report and therefore the Planning Committee was required to undertake a site visit prior to the determination of the Tree Preservation Order.

It was considered that it would be worthwhile to include a more detailed session on Tree Preservation Orders at the next planned training session in March.

### **RESOLVED**

- (i) that the 34 new TPOs issued be confirmed and the corresponding existing TPOs be revoked as set out in Appendix 1 to the report;
- (ii) that Members undertake a site visit to consider the case of BA/2016/0036/TPO at Wayford Bridge in line with the adopted procedure as an objection has been received. The site visit to take place on Friday 20 January 2017 starting at 2.00pm; and
- (iii) that two of the TPOs identified be not re-issued.

## **6/14 Appeals to Secretary of State Update**

The Committee received a report on the appeals to the Secretary of State against the Authority's decisions since 1 April 2016.

### **RESOLVED**

that the report be noted.

#### **6/15 Decisions Made by Officers under Delegated Powers**

The Committee received a schedule of decisions made by officers under delegated powers from 25 October 2016 to 22 November 2016.

Members were very pleased to note that some of the applications dealt with had come from the proactive condition monitoring process now in place and that this was proving successful.

RESOLVED

that the report be noted.

#### **6/16 Date of Next Meeting**

The next meeting of the Planning Committee would be held on Friday 6 January 2017 starting at 10.00 am at Yare House, 62- 64 Thorpe Road, Norwich.

The meeting concluded at 12.15pm

CHAIRMAN

## Code of Conduct for Members

### Declaration of Interests

**Committee:**            **Planning Committee**

**Date of Meeting:**    9 December 2016

<b>Name</b>	<b>Agenda/ Minute No(s)</b>	<b>Nature of Interest (Please describe the nature of the interest)</b>
All Members	6/8(1) and (3)	Applications BA/2016/0355/COND and BA2016/0356/COND Waveney Inn and River Centre, Staithe Road, Burgh St Peter Applicant member of Navigation Committee member  BA/2016/0363/FUL Rockland Broad Broads Authority agent on behalf of Parish Council
Bill Dickson	-	-
Jacquie Burgess		As previously declared
Haydn Thirtle	-	-
Gail Harris		
Peter Dixon	6(8)1	Know Agent as both members of English Rural Housing Association

## **Navigation Committee**

Minutes of the meeting held on 27 October 2016

### **Present:**

Mrs Nicky Talbot (Chairman)

Mr K Allen

Mr M Bradbury

Mr J Knight

Mr J Ash

Mr A Goodchild

Mr G Munford

Ms L Aspland

Mr M Heron

Mr B Wilkins

### **In Attendance:**

Ms N Beale – Policy Planning Officer

Mrs L Burchnall – Head of Ranger Services

Mr A Clarke – Senior Waterways and Recreation Officer

Ms E Guds – Administrative Officer (Governance)

Mr B Housden – Collectors of Tolls

Ms E Krelle – Head of Finance

Ms A Long – Director of Planning and Resources

Dr J Packman – Chief Executive

Mr R Rogers – Head of Construction, Maintenance and Environment

Ms C Smith – Head of Planning

Ms T Wakelin – Director of Operations

### **Also Present:**

Prof J A Burgess, Chairman of the Broads Authority and Tolls Review Group (TRG)

Mr W A Dickson (TRG)

Mr L Baugh (TRG)

Mrs L Hempsall, Member

Mr B Iles, Member

Mr V Thomson, Member

Mr K Marsh, BESL

### **3/1 To receive apologies for absence**

Apologies for absence were received from Michael Whitaker and Peter Dixon.

### **3/2 To note whether any items have been proposed as matters of urgent business/ Variation in order of items on the agenda**

No items had been proposed as matters of urgent business.

### **3/3 To receive Declarations of Interest**

Members expressed their declarations of interest as set out in Appendix 1 of these minutes.

### **3/4 Public Question Time**

No public questions were raised.

### **3/5 To receive and confirm the minutes of the Navigation Committee meeting held on 8 September 2016**

The minutes of the meeting held on 8 September 2016 were confirmed as a correct record and signed by the Chairman.

### **3/6 Summary of Actions and Outstanding Issues following Discussions at Previous Meetings**

Members received a report summarising the progress of issues that had recently been presented to the Committee.

Members noted the report.

### **3/7 Tolls Review 2016 and Proposed Navigation Charges for 2017/18 in the Navigation Area and Adjacent Waters**

Members received a report which consulted them on the proposals by the seven members of the Tolls Working Group (TR-16) for the restructuring of navigation charges and the proposed charges for 2017/18. The three main recommendations were:

- (i) a new set of Guiding Principles to underpin the Tolls structure;
- (ii) a simple charging structure based on the area of each vessel in square metres without a fixed element; and
- (iii) a flexible charging structure where different types of vessel in each fleet are given independent costs per square metre. In addition a range of subsidiary matters were considered.

The report then identified the level of income required in 2017/18 to maintain the existing level of services and took account of the further predicted fall in the number of hire boats. This was then combined with the proposed new charging structure to present a draft list of charges for different categories and sizes of vessel in 2017/18.

Members were taken through the recommendations one at the time and were asked to vote on each proposal. The Chair reported that comments received from Peter Dixon would be incorporated into the discussion.

#### [Recommendation 1: New Guiding Principles for Tolls](#)

The views of the Norfolk and Suffolk Boating Association were represented and while they embraced many of the changes, concerns were expressed in regards to the fairness and flexibility in relation to usage. It was clarified that, although the NSBA's views were expressed by a Committee Member, Members were in attendance as a Member of the Navigation Committee and not to represent a specific interest group.

It was further clarified that the group of commercial boats referred to in the report were not just confined to hire boats but included all boats with commercial use. It was also confirmed that ferries would continue to be treated in a similar way as currently. [Note: Ferries travelling between two fixed points up to 200 metres apart are charged at the private rate.]

Members supported the proposed new Guiding Principles so a motion was proposed by Matt Bradbury, seconded by Greg Munford and it was

RECOMMENDED by 9 votes to 1 abstention

that the new Guiding Principles to underpin the tolls structure be adopted by the Broads Authority.

### Recommendation 2: A simple charging structure

Overall Members agreed that charges based on the single variable rate per square metre was clear, logical and easy to understand. It was also considered positive that it offered the flexibility to change rates within the categories. There was some concern however about the impact the new toll structure would have on toll payers. It was further suggested that introducing a change in structure before changing the rates might have been more acceptable.

The NSBA had forwarded a letter to the Members of the Navigation Committee requesting that the excessive charges for private boats should be re-considered. They claimed that nearly a third would face an increase of over 10% in the charge levied.

It was explained that the Working Group had carefully considered the option of phasing in the changes over two or more years and concluded that the fixed and variable rate was neither fair, transparent nor ethical, and it was preferable to make the change in one go. They further concluded that there were significant benefits in using a single variable rate.

In response to a question from a member it was clarified that the rules and charges in regards to dinghies using an outboard engine would remain the same. [Note: The Outboard Motor toll allows an owner to exchange one outboard motor between vessels as opposed to paying the motor craft toll on each one. The toll is only applicable if an owner has paid tolls on three or more rowing or sailing craft of 5m or less in length.]

An amendment to the recommendation was then proposed by Brian Wilkins, seconded by James Knight, that:

other than those relative to those of the structure of the tolls for private craft, it is suggested that the TRG is to reconsider the structure of proposed tolls for private craft before the Broads Authority set private boat tolls for 2017/18.

The amendment to the proposal was lost by 7 votes to 2 and 1 abstention.

Members of the Tolls Working Group highlighted that they found the fixed and variable rate used to calculate the tolls hard to justify. They recognised however that there were risks in changing the structure and therefore it was important to conduct an evaluation of the impact of the change. The Group asked for the Committee to recommend that the Broads Authority review the impact of the proposed changes in three years' time.

Recommendation 2 of the Tolls Working Group was then proposed by Max Heron, seconded by Kelvin Allen, it was

RECOMMENDED by 7 votes to 1 and 2 abstentions

that the Authority adopt a simple charging structure based on a square metre size of the craft without a fixed element and for this to be reviewed in three years.

### Recommendation 3: A flexible charging structure

This was proposed by Kelvin Allen, seconded by James Knight. It was

RECOMMENDED unanimously

that the Authority adopt a flexible charging structure with different types of vessels in each of the two fleets, commercial and private, given independent costs per square metre.

### Subsidiary Recommendations

#### *i. Wherries*

Proposed by Alan Goodchild, seconded by Max Heron, it was

RECOMMENDED unanimously that

Wherries should be charged a flat rate, to reduce their overall costs, promote their important cultural heritage and reflect their iconic status.

#### *ii. Electric and Hybrid Boats*

After some consideration it was agreed that hybrid boats should be charged the same rates as electric boats and therefore it was suggested to change the wording in the proposal from diesel generator to diesel propulsion.

Proposed by Matt Bradbury and seconded by Alan Goodchild it was

RECOMMENDED unanimously

- (i) that electric boating should continue to be encouraged through lower rates for private motor boats

Proposed by Linda Aspland, seconded by Max Heron it was

RECOMMENDED unanimously

- (ii) that any boats using diesel propulsion to power electric engines should be charged at a lower commercial/private motor boat rate.

iii. *Discount for Early Payment*

Proposed by Max Heron, seconded by John Ash it was

RECOMMENDED unanimously

that the current discount for early payment offered to the larger hire boat operators should be discontinued but the provision for staged payments should be retained.

iv. *Toll Plaques*

Proposed by Alan Goodchild, seconded by Linda Aspland it was

RECOMMENDED unanimously

that the non-display of toll plaques trial should be extended for a future year.

v. *Adjacent Waters*

One Member in particular disagreed with the proposal that *Charges for craft in adjacent waters should remain identical to those in the Navigation Area* and suggested that a decision on this should be deferred. The member declared an interest in the issue but indicated that it was not of a pecuniary nature. He continued that in his view the Authority had spent too much money on legal fees and intimated that the issue of the charges levied for static houseboats had not been brought to the Navigation Committee for discussion.

It was agreed that the matter of static houseboats in adjacent waters would be brought to the Navigation Committee as an agenda item for debate as soon as reasonably practical after the current legal case had been concluded.

Proposed by Matthew Bradbury and seconded by Max Heron, it was

RECOMMENDED by 8 votes by 2 abstentions

that the charges for craft in adjacent waters should remain identical to those in the Broads Navigation Area to account for the interconnected relationship between the two.

vi. *Mutford Lock*

Overall Members were concerned that the proposed increase in fees for transiting Mutford Lock would discourage visitors to the Southern Broads. Mutford Lock is an important gateway into the Broads from the North Sea. Although Members argued that the Lock fees should cover the annual running cost of the Lock, it was suggested that a nominal fee was retained to encourage greater usage of the Lock.

Proposed by Alan Goodchild, seconded by John Ash it was

RECOMMENDED unanimously

that the Chief Executive represent the views of the Committee in his report to the Broads Authority – that while the Committee supported the proposal that the income should ideally balance the annual costs associated with the operation of the Lock, in order to encourage users in the short term and publicise the service more fully, the existing charge should be maintained and reviewed annually at the end of the season.

*vii. Short Visit Tolls*

Proposed by John Ash, seconded by Alan Goodchild it was

RECOMMENDED unanimously

that the current charging policies for short visit tolls and boats removed from the Broads system, should be retained.

[Draft Income and Expenditure for 2017/18](#)

The Committee expressed concerns about mooring facilities and stressed that as long as mooring facilities could be improved an increase in toll rates could be justified.

The Chairman put the motion to the vote and it was

RECOMMENDED unanimously

that the income and expenditure proposed in Table 4 of the officer report and the schedule of charges in Table 6 of the report be adopted by the Broads Authority.

Members welcomed the report and thanked the members of the Tolls Working Group for the good work they had delivered.

**3/8 Broads Local Plan: Preferred Options – Policies with Navigation Implications**

Members received a report which introduced the selected policies with potential navigation implications from the Broads Local Plan Preferred Options. This was the second consultation stage of the Local Plan production and included draft policies for the stakeholders and public to consider. Consultation would run for a period of nine weeks from 5 December 2016 to 4pm on 3 February 2017.

Members were informed that comments could be fed through verbally to the Planning department and Broads Authority if received within the next two weeks.

Members noted the report.

**3/9 Broadland Flood Alleviation Project: Compartment 37 (Upton Dyke) – Piling Removal Works and the Installation of Erosion Protection – Application for Discharge of Pre-Commencement Conditions linked to Planning Permission (BA205/0364/FUL)**

Members were provided with a copy of Broadland Environmental Services Ltd (BESLs) submission that sought to discharge the pre-commencement requirements associated with the planning condition imposed on the consent granted for the removal of piling and installation of erosion protection in Upton Dyke (in Compartment 37).

It was confirmed that none of the moorings would be lost. Some Members were concerned about what would happen in 2021 and about the handover and believed this should be discussed sometime soon.

Members raised concern in regards to the use of coir matting but Kevin Marsh from BESL confirmed that core matting lasts for approximately 18 months and that channel markers would be put in place. He further explained that using a clay covering was not an option and that there was little evidence from other sites of vessels hitting coir matting.

Members noted that while the application for the discharge of conditions referred to the piles being driven to a minimum depth of 1.5m below MLWS, a greater depth would need to be agreed with the Broads Authority in order to take account of the Sediment Management Strategy waterways specification for Upton Dyke and avoid navigation hazards.

Members noted the report.

**3/10 Navigation Income and Expenditure 1 April – 31 August 2016 Actual and 2016/17 Forecast Outturn**

The Committee received a report which provided them with details of the actual navigation income and expenditure for the five month period to 31 August 2016, and provided a forecast of the projected expenditure at the end of the financial year (31 March 2017). Members were also provided with a verbal update on actual variance for the end of September giving a total favourable variance of £67,050. Members were informed that there were no further updates to the forecast at the end of September.

Members noted the report.

### **3/11 Construction, Maintenance and Environment Work Programme Progress Update**

Members received a report which set out the progress made in the delivery of the 2016/17 Construction, Maintenance and Environment Section work programme. It also included an update on the Hickling Enhancement Project (1.4) for Member's information.

It was explained that the reason for the deferred dredging at Lime Dyke was due to the lack of Linkflotes being available. In June 2016 the oldest set of flotes inherited from May Gurney were found to be beyond economical repair. A new set is on order with delivery expected in February 2017.

Members noted the report.

### **3/12 Boating Safety Management Group**

The minutes of the Boating Safety management Group meeting held on 19 September 2016 were noted by the Members.

### **3/13 Chief Executive's Report**

Members received a report which summarised the current position in respect of a number of important projects and events, including any decisions taken during the recent cycle of committee meetings.

It was highlighted that the revised Code of Conduct had been issued and Members were reminded to sign and return this by the end of November 2016.

Members noted the report.

### **3/14 Current Issues**

One Member mentioned the noise of boaters running their engine. It was recognised that complaints were received but that by law 84 did not allow enough flexibility to address it. It was explained the problem was addressed by encouraging courteous mooring and boat owners and hirers not to run their engines between 8 pm and 8 am.

Members were given an update on the Reedham footpath and were informed that the agreement with the landowner had been terminated and therefore the Authority was no longer responsible for the footpath. Norfolk County Council had applied to reinstate the path. The Senior Waterways and Recreation Officer agreed to ask whether signage was in place but it was Norfolk County Council's responsibility. It was clarified that responsibility for any accidents would rest with the landowner.

### **3/15 Items for future discussion**

None were identified.

**3/16 To note the date of the next meeting**

The next meeting of the Committee would be held on Thursday 15 December 2016 at Yare House, 62-64 Thorpe Road, Norwich commencing at 2pm.

The meeting concluded at 5.25 pm

Chairman

Code of Conduct for Members

**Declaration of Interests**

Committee: Navigation Committee

Date of Meeting: 27 October 2016

Name Please Print	Agenda/ Minute No(s)	Nature of Interest (Please describe the nature of the interest)	Please tick here if the interest is a Prejudicial interest
James Knight	7 - 8	Hire Boat Operator, Toll Payer, Director of business with land holdings	
Brian Wilkins	7	NSBA Chairman, Toll Payer, various sailing clubs and organisations	
Greg Munford	7	Toll Payer, Chairman BMBS and BT, Employee HBO	
Nicky Talbot	7	Toll Payer, Member of NSBA and NBYC	
Max Heron	7 5-14 general	Toll Payer, Landowner, Member of British Rowing, NRC, NSBA, RCC, Chair Whitlingham Boathouses	
Matthew Bradbury	7	Toll Payer, BCU Member	
John Ash	7	Toll Payer, Chairman and Director of WYCCT,	
Kelvin Allen	7	Officer BASG	
Alan Goodchild	7,8,9	Chairman MBCM, Wingtask 1995 Ltd, MD Goodchild Marine, Toll Payer	
Linda Aspland	7, 8 in particular	Hunter fleet, Toll payer, NBYC Committee, local resident	

**To Consider Motions in Which Notice has been received**  
**Under Standing Order 4**  
Report by Chief Executive

**Summary:** This report details a motion from Mrs Lana Hemsall in accordance with Broads Authority Standing Orders Part A, Clause 4.

**Recommendation:** That the Authority considers the motion.

**1 Introduction**

- 1.1 In accordance with Broads Authority Standing Orders Part A, Clause 4, notice of motion must be given in writing by the member of the Authority giving the motion. The agenda must set out all motions of which notice has been duly given.
- 1.2 A motion must be moved in the form set out in the agenda. This can be done by the member who gave the notice, or another on behalf of that member. The motion must also be seconded. If this does not happen it will be treated as withdrawn and cannot be moved without fresh notice. Alternatively, if the Authority agrees the motion can be postponed.
- 1.3 If the subject matter of any motion of which notice has been properly given comes within the province of any committee or committees it must upon being moved and seconded be referred without discussion to such committee or committees as the Authority may determine for consideration and report. However, the Chairman may allow the motion to be dealt with at the meeting at which it is brought forward. Every motion must either relate to a function of the Authority or, in the view of the Chairman, affect the Authority's areas.

**2 Motion from Mrs Lana Hemsall: Corporate Peer Challenge from the Local Government Association**

- 2.1 The following motion has been received from Mrs Lana Hemsall:

“Sector led improvement has real momentum. Many Local Authorities across the country are adopting the approach and taking up the Local Government Association's offer of support. At the heart of this offer is corporate peer challenge. Corporate peer challenge is delivered by the sector for the sector. It is voluntary in nature and tailored to the needs of each Authority. This flexibility is making it a real asset and delivering improved outcomes. Members of the Broads Authority are asked to endorse this approach and

progress the delivery of a Corporate Peer Challenge from the Local Government Association.”

Background papers:	None
Author:	John Packman
Date of report:	17 January 2017
Broads Plan Objectives:	None
Appendices:	None