

Business Plan 2016/17
Report by Management Team

Summary: This draft annual Business Plan aims to bring together a range of information 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 Draft Business Plan 2016/17.
- (ii) To note the additional challenges identified in Section 2 of this report which it is recommended are considered in the Autumn when the necessary information will be available.

1 Background

- 1.1 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 one of the links that enables members of staff to be able to see 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.
- 1.2 This year a new simpler style has been adopted with the target audience of Members and all members of staff and the hope that it will provide a clearer explanation of where the Authority's income comes from, how it is spent and what is delivered as a result.
- 1.3 The Plan shows that last year was very successful in terms of the Authority's delivery of its strategic priorities and work programmes. The scale of the work can be illustrated by some simple statistics:

- Total income £7,046,864
- Total Expenditure £6,899,501 (97.9% of income)
- Issued 12,645 toll plaques
- Looked after 25 ponies
- Maintained 171 computers
- Managed 150 volunteers who delivered 16,000 hours of help
- Dredged 51,435m³ of sediment
- Examined 179 valid planning applications and approved 170
- 297 Blue Books and 7837 Verbal Warnings issued

36,277 calls received in Broads Control
450,000 printed publications
Total Income from our visitors to Yacht Stations and Visitor Centres=
£244,868
Visitor Centre and Yacht Station Income up £26,868
Took an extra £5,284 in mooring fees
Sold 10,000 ice creams - an extra £4,407 of income

- 1.4 The Judicial Review regarding the Authority's branding decision and the enforcement against unauthorised development at Jenners' Basin posed unplanned expenditure and significant additional workload on staff.
- 1.5 The Strategic Priorities for 2016/17 are in place and being delivered, as are the Work Programmes for the Directorates.

2 Challenges

- 2.1 The Draft Business Plan identifies a series of issues largely outside the work programme framework. The budget that will need to be considered in the autumn will be able to take into account the ambitions in the emerging new Broads Plan which will have reached an appropriate point in its development, alongside a number of other challenges listed below and will need to consider relative priorities.

Implementation of the Branding Decision
Scale of Resources needed for Catchment Management
The maintenance of the bank of the River Chet
Resources needed for Proactive Communications
Funding needed for a Fens Survey
The Future of the Mills at How Hill
Implementation of the Sustainable Tourism Strategy
Implications of the Government's National Park Plan
Tolls Review
Collection of Waste

- 2.2 The Authority's income and expenditure is finely balanced and there is little room for adding expenditure with an on-going commitment. Prudent management of expenditure and additional unplanned income in 2015/16 will mean that the Authority will be better placed than it had anticipated. However, there are significant uncertainties regarding the income from hire boats. Also the costs of some of the projects listed above are unknown. Officers will bring further reports on these matters later in the year.

| | |
|-------------------------|--|
| Background papers: | Nil |
| Author: | Management Team |
| Date of Report: | 22 April 2016 |
| Broads Plan Objectives: | None |
| Appendices: | APPENDIX 1 – Draft Business Plan 2016/17 |



Business Plan 2016/17

Contents

Purpose of the Business Plan

Our Functions

Our Core Values

National Park Plan

Review of Last Year

Financial Strategy 2016/17 – 2018/19

Strategic Priorities for 2016/17

Additional Challenges for the Coming Year

Summary of Annual Work Plans

Chief Executive's Group

Operations Directorate

Planning and Resources Directorate

This page is intentionally blank

Purpose of the Business Plan

The purpose of this Business Plan is to provide all Members and members of staff with a clear understanding of our 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 framework for all organisations working in the Broads National Park through to the Directorate Work Plans and Team Plans so that we can all see the bigger picture, how the pieces of the jigsaw fit together.

It is also a chance to look at the big challenges and questions the Authority faces and propose a mechanism for addressing them. It thus brings together information from a range of sources to provide an overview of the Authority's planned activities for the year to the 31st March 2017.

Our Functions

The Judicial Review into the decision by the Authority in January 2015 on branding the Broads as The Broads National Park shone a bright light on the historical context and the purposes of the Authority

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.

The judgement in the case makes clear that these three functions are **not** equal, which is one way in which they have previously been described. Rather, no priority is set between them. 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 and 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

In 2010 all members of staff were involved in developing a set of five core values to help guide our work. These were subsequently adopted by the Broads Authority.

Values are:

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.

1. Open and Honest

We are open, honest and transparent in how we make decisions. We are approachable and available, reaching out to all groups.

2. Exemplary

We strive for excellence in all we do. We are ambitious, innovative and lead by example.

3. Caring

We look after each other, our volunteers, our visitors and the Broads.

4. Commitment

We are committed to making a difference to the Broads for the benefit of all, and will have the courage of our convictions when faced with difficult issues.

5. Sustainable

We take the long view, a champion for the future of the Broads' economy and the well-being of local people consistent with a healthy environment.

National Park Plan

On 23rd March 2016 Liz Truss, our Secretary of State, launched an 8-Point Plan for England's National Parks in the South Downs. A copy of the Plan can be found at 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.

It is not intended that national park authorities and the Broads Authority will deliver every element of the Plan and it has been designed to take account of the strengths of individual park authorities. The Broads Authority will need to decide in the context of the new Broads Plan where it focuses its energies.

The National Park Plan has eight key elements:

Inspiring Natural Environments

1. *Connect* young people with nature

- Double the number of young people to experience a National Park as part of National Citizen Service by 2020.

- A new package of teaching materials for schools based on National Parks.

- National Park Authorities to engage directly with over 60,000 young people per year through schools visits by 2017/18.

2. Create *thriving* natural environments

- National Park Authorities, with the Environment Agency and Natural England, to champion integrated management of the natural environment, showcasing the benefits that designated landscapes can bring.

Drivers of the Rural Economy

3. National Parks driving growth in *international tourism*

- Promote National Parks as world-class destinations to visitors from overseas and the UK.

- Increase annual visitors from 90m to 100m, generating an estimated £440m for local businesses.

4. Deliver *new apprenticeships* in National Parks

- Develop three new apprenticeship standards led by National Park Authorities.

- Double the number of apprenticeships in National Park Authorities by 2020.

5. Promote the *best of British food* from National Parks

- National Parks will be known for, and visited as, great food destinations.

- Work with National Park Authorities and the Great British Food Unit to deliver more Protected Food Names for National Park products and increase exports.

- The Government will celebrate National Park produce.

National Treasures

6. *Everyone's* National Parks

- Complete the designation to extend the boundaries of the Lake District and Yorkshire Dales National Parks.

- Encourage more diverse visitors to National Parks.

- Promote volunteering in National Parks.

- Celebrate the 70th Anniversary of National Parks' creation.

7. Landscape and heritage in National Parks

- Work with the Heritage Lottery Fund to achieve their objective of encouraging more fundable projects in the Natural Heritage sector.
- Enhance people's involvement in the interpretation of the historic environment and natural beauty in National Parks.
- Support the Lake District's bid for UNESCO World Heritage Status.
- Tell the story of cultural landscapes in England's National Parks.

8. Health and wellbeing in National Parks

- Promote innovative schemes for National Parks to serve national health.
- Realise the immense potential for outdoor recreation in National Parks.

There are a number of the elements in the Plan that are attractive ideas for the future, for example doubling the number of apprentices. The Authority's recent initiative in this area has been a great success and the costs are relatively modest.

Review of Last Year

The report to the Broads Authority on 18th March 2016 on Strategic Direction showed how successful last year had been in delivering our ambitions. A first draft of the new Broads Plan was published, we were successful with our 1st Stage bid to the Heritage Lottery for our Landscape Partnership Scheme Water Mills and marshes, we completed our dredging work at Hickling Broad and gained support for a new vision for the area and used the Parish Forums to engage with local people. Table 1 shows the final position in relation to the performance in delivering the strategic priorities for last year.

We also delivered our Directorate Work Programmes on time and within budget.

Although we don't at this point in time have the definitive picture in terms of the outturn from last year's 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 in that it will put them just below (9.8%) the 10% of expenditure minimum that we have been seeking to reinstate, and will continue to try to maintain.









After living under the threat of further reductions in our National Park Grant we were delighted that our Minister Rory Stewart was able to secure a commitment from the Chancellor to protect national park budgets and although there are different interpretations of how secure we should feel in this very uncertain world, we are certainly in a far better place than we could have possibly envisaged in advance of the announcement on the Spending Review.

We are therefore well placed in terms of facing the challenges for the coming year.

Strategic Priorities 2015/16 Progress Report – update March 2016

Table 1

| | Priority | Key milestones | Progress to date | Status |
|---|--|---|--|--------|
| 1 | Broads Plan Review | <ul style="list-style-type: none"> ▪ Scoping Mar - Nov 2015 ▪ Consult on first draft plan by end Feb 2016 ▪ Consult on revised draft by end Jul 2016 ▪ Adopt plan Mar 2017 ▪ Implement plan Apr 2017 | <ul style="list-style-type: none"> ▪ Scoping completed. ▪ First draft Plan published for consultation 15 Feb to 8 Apr 2016. | ★ |
| 2 | Broads Landscape Partnership Scheme: Water, Mills and Marshes | <ul style="list-style-type: none"> ▪ Submit first application to HLF by 1 Jun 2015 ▪ Implement development phase Nov 2015 to May 2017. Implement delivery phase Jan 2018 to December 2022. | <ul style="list-style-type: none"> ▪ Application successful. ▪ Scheme Programme Manager and Programme Administrator appointed. First external reports commissioned. LPS Board reconvened and taking active role in developing Scheme. First draft Landscape Conservation Action Plan in preparation. | ★ |
| 3 | Hickling Broad Enhancement Project | <ul style="list-style-type: none"> (a) Collate baseline data including Broads Lake Review outputs by Apr 2015 (b) Hold Lake Review stakeholder workshop Apr 2015 (c) Develop partnership approach with stakeholders and agree refreshed vision for Hickling by Sept 2015 (d) Seek planning permission and in principle agreement from regulators to deliver vision (e) Develop external funding options Jan 2016 (f) Undertake supporting research and pilots to inform feasibility by Mar 2016 | <ul style="list-style-type: none"> (a), (b) and (c) completed (d) Planning application for Phase 2 in development following support from Navigation Committee (Feb 2016). Aiming for April submission. (e) First Expression of Interest for European funding submitted and rejected; invited to reapply Mar 2016. (f) Trial of Nicospan installed at Hill Common - monitoring ongoing. | ★ |
| 4 | Promoting the Broads | <ul style="list-style-type: none"> (a) Produce Broads National Park branding guidelines for tourism industry by Summer 2015 | Awaiting legal guidance for dissemination in light of judicial review in Feb 2016 | ○○●○○○ |

| | Priority | Key milestones | Progress to date | Status |
|---|---|---|---|---|
| | | (b) Review Sustainable Tourism Strategy and Action Plan: (c) Scoping Mar - Nov 2015 (d) Consult on first draft plan Feb 2016 (e) Consult on revised draft Jul 2016 (f) Adopt plan Mar 2017; implement Apr 2017 | First draft Tourism Strategy published for consultation 15 Feb to 7 Mar 2016. |  |
| 5 | Stakeholder Action Plan (extract for reporting) | (a) Workshop with hire boat operators to understand their concerns (b) Explanation of tolls structure in Broadsheet; website content for tolls information (c) Circulate Bulletin to parish clerks (d) Develop residents' newsletter (e) New Broads Parish Forum format (f) Promotion of Broads Experiences (g) Promotion of Proximity Campaign, including Greeters' Initiative | (a) Workshop held. (b) Website content updated (c) Bulletin being replaced by regular email updates from CEO to parish clerks (d) Potential for newsletter being considered (e) Next forum (Apr/May 2016) to focus on Landscape Partnership Scheme (Waveney/Yare). Promotion at Telegraph Travel Show in Jan 2016 and Telegraph Outdoor Adventure Show in Feb 2016 Hosted 25 Chinese travel trade buyers in Mar 2016 Contributed to display at Vakantiebeurs travel trade exhibition at Utrecht, with Dutch language leaflet promoting the Broads to our continental neighbours. |        |

Financial Strategy 2016/17 – 2018/19

The wider financial environment in which the Authority operates has previously required some difficult decisions about service levels and challenging reductions in support services. The Authority's guiding principles in setting the Financial Strategy up to 2016/17 has been to:

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

The National Park Grant settlement for the next four years means that the Authority can confidently plan for this period. National Park income and expenditure is broadly in balance and while there are many areas of expenditure that the Authority would like to increase it will need to be prudent in adding any additional revenue expenditure. National Park reserves are above the minimum recommended levels despite running at a deficit for the next two financial years. There is therefore the potential to look for additional one off expenditure to deliver National Park purposes. It is suggested that the prudent 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 2016/17 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 Judicial Review highlighted that one of the main reasons the Broads was not designated a National Park under the 1949 legislation in the early 1950s or the 1970s was the concerns about the costs of maintaining the area. In this context it is not surprising that demands for expenditure way exceeds the availability of funding and that managing the expectations of stakeholders as to what the Authority can take on is important.

The Authority's Financial Strategy for the period 2016/17 – 21018/19 is found in the following link with summary information for 2016/17 provided below and in the Annual work plans.

http://www.broads-authority.gov.uk/_data/assets/pdf_file/0011/749207/Budget-Appendix-2-v2.pdf

| | 2016/17 | | |
|---------------------------------|---------------|-------------|--------------|
| | National Park | Navigation | Consolidated |
| Income | (3,253,802) | (3,119,839) | (6,373,641) |
| Operations | 1,020,415 | 2,138,295 | 3,158,710 |
| Planning & Resources | 1,881,519 | 752,129 | 2,633,648 |

| | | | |
|--------------------------|---------------|-----------------|---------------|
| Chief Executive | 296,175 | 158,455 | 454,630 |
| Pension deficit | 82,200 | 54,800 | 137,000 |
| (Surplus)/Deficit | 26,507 | (16,160) | 10,347 |

Strategic Priorities

The Authority sets a small number of 'Strategic Priorities' each year, which fall under the three key themes in the Broads Plan. Progress against the Strategic Priorities is reported regularly to the full Broads Authority within the Strategic Direction report at each meeting. The Strategic Priorities for 2016/17 were adopted by the Authority at its meeting in March 2016. Details of the priorities, including key milestones and outcomes, are set out below in Table 2. Work to deliver these priorities is now underway

SP 1 Broads Plan

The Broads Plan is the key strategic management plan for the Broads. It sets out a vision, aims and objectives for the Broads and coordinates and integrates a wide range of strategies, plans and policies relevant to the area with the purposes and duties set out in the Broads Acts.

The Authority is required to review the Broads Plan at least every five years and the development of a new plan has begun and will be completed this year. Broads Plan 2011 contains objectives set out under three key themes, covering the following range of topics:

- i. Planning for the long-term future of the Broads in response to climate change and sea level rise: Understanding and responding to the key challenges facing the Broads over the next 50 – 100 years presented by climate change and sea level rise.
- ii. Working in partnership on the sustainable management of the Broads: Landscape and Cultural Heritage; Agriculture and Land Management; Biodiversity; and Management of the Navigation Area.
- iii. Encouraging the sustainable use and enjoyment of the Broads: Promoting Understanding, Enjoyment and Wellbeing; and Tourism, Recreation and Access.

The Broads Plan is a plan for the Broads, and not just for the Broads Authority. Its successful delivery therefore involves joint working with a range of other organisations and local interests, who in many cases will contribute to the funding of activities.

The other priorities are shown in Table 2 below.

Strategic Priorities for 2016/17

The Authority agreed its Strategic Priorities for 2016/17 in March 2016. Details of the priorities, including key milestones and outcomes, are set out below. Work to deliver these priorities is now underway.

Table 2

| Broads Authority Strategic Priorities 2016/17 | | | |
|--|--|---|--|
| | Project | Summary | Milestones |
| 1 | Broads Plan review | Work with partners and stakeholders to review and update the management plan for the Broads, setting aspirational and guidance level strategy for 2017-22. | <ul style="list-style-type: none"> • Consult on revised draft Broads Plan 2017 by end Jul 2016 (min. 8 weeks consultation) • Adopt final plan March 2017 for implementation from Apr 2017 |
| 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. | <ul style="list-style-type: none"> • Hold Parish Forum 'drop in' event in Apr/May 2016 in LPS area • Hold partner and stakeholder LPS event by end Jul 2016 • Submit draft LCAP to LPS Board by end Nov 2016 • Carry out LCAP stakeholder consultation in Dec 2016/ Jan 2017 • Submit Final Draft LCAP to LPS Board in Mar 2017 • Submit LCAP and 2nd stage HLF application by May 2017 |
| 3 | Hickling Broad Enhancement Project | Develop long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review. | <ul style="list-style-type: none"> • Submit planning application for Stage 2 in Apr 2016 • Start Phase 2 construction in Nov 2016 • Develop full funding application for CANAPE project by Jan 2017 |

| | | | |
|---|---|--|--|
| 4 | Promoting the Broads | Produce and implement Broads National Park branding guidelines | <ul style="list-style-type: none"> • Review outcome of Judicial Review in Apr 2016 |
| 5 | Stakeholder Action Plan | Implement multiple actions for partner and community engagement in response to issues identified in 2014 stakeholder surveys. | <ul style="list-style-type: none"> • Send regular updates from Chief Executive to Parish Clerks and other stakeholder groups • Hold minimum 2 issue/project focused area parish forums in 2016/17: <ul style="list-style-type: none"> ○ Waveney/Yare in Apr/May 2016 - Landscape Partnership Scheme ○ Ant/Bure or Thurne/Bure in Sept/Oct 2016 – Hickling CANAPE Project (see 3 above) or flood risk management strategy • Provide updates on activities to promote area to Broads Tourism and to BA as part of biannual Broads Plan/ BA strategic priorities reporting. |
| 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 | <ul style="list-style-type: none"> • Report on outcome of EA review to Broads Forum and BA – by Autumn 16 • Identify next steps to engage public on flood risk management and saline incursion issues - by Dec 2016 • 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 |

Additional Challenges and Pressures for the Coming Year

There are a number of challenges which the Authority faces which aren't necessarily factored into the current work programmes and budgets.

Branding

The favourable outcome from the judicial review, subject to any appeal to the Court of Appeal, presents the Authority with a fantastic opportunity to work with partners across all its functions in marketing and promoting the special qualities of the Broads. This requires the development of a programme of work with appropriate resources for its delivery.

CANAPE

The Broads Authority, working with other partners, particularly the RSPB who lead on the project, has supported an expression of interest to the European Commission for funding under the project title of CANAPE. This if successful would bring funding towards the Authority's ambitions to enhance the condition of Hickling Broad and the Upper Thurne catchment. The full financial implications of the level of matched funding required is unknown at this time.

Communications

The feedback from this year's Member Reviews highlights a desire for the authority to be more proactive pro-active on press and social media. This may require additional resources to meet Member's expectations.

Fens Survey

Good progress has been made with colleagues in the Environment Agency and Natural England considering options for the methodology and funding of a new Fen Survey. The full implications for the level of contribution from the Broads Authority are unknown at this stage.

Jenners' Basin, Thorpe Island

The enforcement of planning regulations against unauthorised development at Jenner's Basin has involved significant costs and staff time. These costs have been funded from Planning Delivery Grant, a reserve fund awarded to the Authority for its excellent planning service. The Authority is awaiting a date from the High Court for the full injunction proceedings. The cost of any further action required in this matter is uncertain at this point in time.

Mills at How Hill

A key component of the LPS is the protection and enhancement of the windmills which are such a distinctive feature of the Broadland landscape. While we have been making progress on the sites covered by the LPS our partnership with Norfolk County Council, the Norfolk Mills and Pumps Trust, has been in difficulties. The County Council has decided to take the Stracey Arms project in house but this still leaves the future of other mills in limbo.

The three mills at How Hill, Turf Fen (Listed 2*), Boardman's Mill (Listed 2*) and Clayrack (not Listed) are of particular concern. They are currently owned by the County Council, leased to the Mills and Pumps Trust and sit on Broads Authority owned land. At some point, which could be quite soon, the Authority may need to consider whether it becomes more directly involved in their management.

River Chet

The Wherryman's Way runs between Norwich and Great Yarmouth and is formed in the main of existing public rights of way which are signposted and promoted as a long distance route. The section of the Wherryman's Way which runs on the bank of the River Chet

immediately alongside Hardley Flood has long been subject to significant maintenance issues.

Erosion of the bank has now reached a point where the County Council has decided to divert the footpath away from the river to higher ground. This leaves a major issue regarding the maintenance of the bank. The bank is not a flood defence structure and therefore the Environment Agency will not maintain it.

Although this site touches all aspects of the Authority's functions, Hardley Flood is a Site of Special Scientific Interest (SSSI), the footpath was valued by local people and visitors and the Chet is part of the navigation area, the Authority's prime interest is in maintenance of the right of navigation while not undermining the importance of the Flood.

The scale of the resources required to repair and maintain the bank in the long run are beyond the Authority's resources. However, we are involved in looking for a solution with other public bodies and when the evidence has been collected on the likely impacts on channel depths in Loddon and the options for future management the Authority will have to consider to what extent it can and is willing to get involved.

Tourism

One of the points that came out of the Judicial Review Hearing was clarity about the Authority's role in promoting the area. Challenged by the appellants barrister about this aspect of the organisation's work the Judge expressed his view that the tourism function fitted fairly and squarely under the Authority's 2nd function.

The Authority has been a leading exponent of sustainable tourism and has recently updated its Sustainable Tourism Strategy and Action Plan. Broads Tourism, the industry body has recently been reinvigorated and adopted the new branding. The key question now for the Authority is whether it should be putting the necessary resources into the updating of the Enjoy the Broads website (c £30,000) and considering other ways of increasing its contribution to the promotion of the area.

Tolls Review

The review of the structure of navigation charges is a major project which spans the two financial years. Members of the Working Group shared their initial ideas with other Members on 21st April and were delighted with the response. They now have a further meeting in early May to consider the points raised and refine their suggested approach. The plan is to consult key stakeholders in June before consulting the Navigation Committee in September.

Any changes to the tolls system usually involves some boat owners paying more and some paying less so managing the communication of the recommended options will require careful management.

Waste

Changes to regulation and the provision of facilities by District Councils has lead to a reduction in services across the Broads area. Whilst a survey carried out last year did not highlight significant current problems, the further reduction in facilities in North Norfolk has prompted further concerns. Members will be discussing this issue at a meeting in July, and a report will be taken back to Committee in September to consider what further resources the Authority may wish to invest in this area.

All these matters require further investigation and consideration and the potential impact of different options on resources, both time and money, will need to be debated.

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, the Solicitor and Monitoring Officer, Human Resources and Governance. These roles support the rest of the organisation with a particular emphasis on Members and staff.

Key tasks for the coming year for the new Solicitor and Monitoring Officer will be reviewing all the main Member documents, including the Code of Conduct, the Members Training Strategy and the Complaints Procedure.

The HR Team will be focusing their efforts over the next year on the revision of HR policies and associated practices and documentation, the next apprenticeship scheme and setting up an equality working group.

The Governance Team will continue to support the Committees, working groups and Members.

The new National Park Partnership may provide opportunities for the Authority to work directly with commercial partners over the coming year and the Chief Executive will be looking out for opportunities to the Authority to become involved.

| Expenditure summary for CE Group | 16/17 | | |
|----------------------------------|---------------------|------------|--------------|
| | National Park Grant | Navigation | Consolidated |
| CE Management/admin | 62,630 | 41,010 | 103,640 |
| HR and Staff Training | 69,461 | 48,269 | 117,730 |
| Legal | 81,480 | 28,490 | 109,970 |
| Governance | 49,908 | 24,582 | 74,490 |
| Members | 32,696 | 16,104 | 48,800 |
| Total | 296,175 | 158,455 | 454,630 |

| Chief Executive's Group Summary | |
|--|--|
| Work area | Priority actions |
| Provide leadership to the Authority, and use key indicators and stakeholder feedback to drive outcome focussed service development | Monitor Authority performance, reporting to the Authority progress with the annual Strategic Priorities, Audit recommendations and Strategic Risk Register, etc. |
| Provide a Human Resources service that ensures an effective staff team and strategic organisational development | Complete review of all HR policies |
| | Investor in People assessment |
| | Development of People Strategy |
| | Payroll |

| | |
|--|---|
| <p>Deliver efficient and effective legal services to support the work of the Authority</p> | <p>Oversee legal services being 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</p> |
| | <p>Tender for external legal support in appropriate areas</p> |
| | <p>Review Members Code of Conduct, Members Training Strategy and other governance documentation</p> |
| | <p>Respond to all requests made under the Freedom of Information Act within statutory timescales</p> |
| | <p>Respond to all complaints made about the Authority's policies or activities within Complaints Policy stated timescales</p> |
| <p>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</p> | <p>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.</p> |
| | <p>Provide an efficient administrative support service including project support, mailings, creation and upkeep of databases, minute taking, and file/record keeping</p> |

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 has been agreed for 2016/17 to be 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 and 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. monitoring power boat racing.

Alongside leading on the Hickling Broad enhancement project [BA Strategic Priority 3], additional issues to be considered this year include;

- working with members and partner organisations to review waste provision in the Broads and agree the way forward,
- completing additional adjacent waters surveys by the Ranger team, along with increased tolls check events to monitor toll compliance as part of the trial of a paperless tolls system, and
- working 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 completed this year, subject to a successful Harbour Revision Order.

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 | 16/17 | | |
|---|---------------------|------------|--------------|
| | National Park Grant | Navigation | Consolidated |
| Item by section | | | |
| CME | 613,485 | 1,404,765 | 2,018,250 |
| Rangers | 245,144 | 434,716 | 679,860 |
| Safety | 23,087 | 61,513 | 84,600 |
| Assets | 47,166 | 74,114 | 121,280 |
| Management/ admin/ operational property | 91,533 | 163,187 | 254,720 |
| Total | 1,020,415 | 2,138,295 | 3,158,710 |

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 intranet.

| Operations Directorate Summary | |
|---|--|
| Work area | Priority actions |
| Provide an excellent level of customer service for the public, enabling enjoyment of the Broads through the high quality of our Ranger Services and Broads Control information NA4/ PE3 | Develop the Ranger Service to provide an effective 2 way communication mechanism with our customers |
| | Implement Ranger Area Plans to target local priorities and engagement |
| | Roll out electronic condition monitoring system across the Broads area for efficient surveys and allow for targeted maintenance according to priority |
| | Develop the use of Social media by the Ranger Service and in particular Broads Control to provide timely and up to date information to our customers |
| Ensure the Broads is a safe place where people come to explore the waterways and countryside by land and water; accessing the extensive network to participate in a range of activities. NA1/4 TR1/2/3 | Ensure that facilities including moorings and countryside sites provided by the Broads Authority meet modern standards and are well maintained, by regular checking and management. |
| | Undertake a programme of dredging projects to remove at least 50,000m ³ from the navigation at key sites, including the Hickling Enhancement project |
| | Complete a programme of moorings maintenance to include repiling Cockshoot Dyke and refurbishment projects at Somerleyton, Geldeston, West Somerton and Ranworth Dinghy Dyke |
| | 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. |
| | 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 a joint system with the Marine Management Organisation to streamline the works licencing system in the navigation area, with a subsequent update of the Authority's Work Licencing guidance |

| | |
|--|---|
| Provide opportunities for communities, residents and young people to be involved in the work of the Authority PE3.4 | 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 |
| | Develop the apprenticeship scheme for a second tranche of young people to be recruited in Sept 2016 |
| | 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. |
| Support the conservation of the natural environment through the work of the Environment Officers BD1/4 | 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. |
| | Ensure all practical works completed are to Standard Environmental Operating Procedures, with regular review of best practice and supporting environmental data |
| | Complete mapping of riverbank trees and identify priority works for targeted action by staff, contractors and volunteers |
| | Complete annual programme of conservation activity as required by HLS and other management agreements |
| | Prioritisation of the Authority's control of invasive, non-native species, to where impacts to biodiversity and/or recreation are greatest. |
| | 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 |
| Manage Land and property to optimise the performance of the Authority's estate | Complete survey of all buildings to inform updated Asset Management Strategy and allow schedule of required maintenance works to be developed |
| | Renew the Operating Agreement and Service Level Agreement for the on-going operating of Mutford Lock. |
| | Award property consultancy contract |

Planning and Resources Directorate

A number of Planning and Resources priority work areas are recognised in the Strategic priorities for 2016/17, including the Broads Plan review, development of the Broads Landscape Partnership Scheme Stage 2 bid, promoting the Broads via agreed branding guidelines, and activities arising from the Stakeholder Action Plan. Integrated flood risk management and 'climate-smart' communities has been adopted as a Strategic Priority for 2016/17, which will involve providing support to the Environment Agency.

A number of guidance level strategies are being reviewed during 2016-17. The Volunteer Strategy and the Education Strategy are closely related and are being reviewed along the same timeline. Following the refresh of the Sustainable Tourism Strategy and the application for the renewal of the European Charter, further work will be taking place this year on implementing the key objectives of the strategy with a major emphasis being placed on a refresh of the 'Enjoy the Broads' website. This year will also see the adoption of the revised Action Plan for the Integrated Access Strategy, following a prioritisation exercise by the Broads Local Access Forum.

The statutory process of reviewing the Broads Local Plan will continue. Consultation on the Issues and Options was completed in April 2016, and the next stage of consultation will be on Preferred Options later in 2016.

This year will also see changes to the timetable for the production of the Statement of Accounts in preparation for the changes made nationally to the timetable in 2017-18. Accounts will be presented to Members in July, rather than September as in previous years.

Planning performance statistics will also be reported to Planning Committee on a quarterly basis as well as to the Department for Communities and Local Government.

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.

| Expenditure summary for Planning and Resources | 16/17 | | |
|--|------------------|----------------|------------------|
| | National Park | Navigation | Consolidated |
| Item by section | | | |
| Planning | 249,550 | - | 249,550 |
| Communications inc TIC's and Yacht Stations | 353,740 | 129,440 | 483,180 |
| Strategy and projects | 570,466 | 96,634 | 667,100 |
| Finance & Insurance | 174,875 | 162,875 | 337,750 |
| ICT | 184,538 | 90,892 | 275,430 |
| Tolls | - | 122,230 | 122,230 |
| Management/ admin / Yare House | 348,350 | 150,058 | 498,408 |
| Total | 1,881,519 | 752,129 | 2,633,648 |

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

| Planning and Resources Directorate Summary | |
|---|---|
| Work area | Priority actions |
| Implement the Statutory Planning Service (CC4, LC2, LC4.2) | 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: Following consultation on Issues and Options, develop Preferred Options, 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 |
| Deliver opportunities to promote understanding and enjoyment of the Broads via a range of Communications activity (PE1,2 and 3) | 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 |
| | Review Education Strategy with a view to adoption of new strategy in April 2017 |
| | Implement Sustainable Tourism Strategy including development of Action Plan, and refresh Enjoy the Broads website |
| | Implement multiple actions for partner and community engagement in response to issues identified in 2014 stakeholder surveys [BA Strategic Priority 5] |
| | Develop strategy and projects that deliver aims and objectives of the Broads Plan |
| Review Broads Plan, for adoption in April 2017 [BA Strategic Priority 1] | |
| Review Volunteer Strategy with a view to adoption in April 2017 | |

| | |
|--|---|
| (CC2, CC3, CC3, LC1, LC2,) | Provide and coordinate volunteering opportunities throughout the Broads in accordance with Strategy. Host annual National Park Volunteer Co-Ordinator Conference |
| | Implement 'climate-smart' Priority Actions [BA Strategic Priority 6] |
| | Develop Hickling Project and associated funding bid submission [BA Strategic Priority 3] |
| | Continue Barn owl Project |
| | wet grassland partnership project |
| | Undertake Fen Survey |
| | Implement revised Action Plan for Integrated Access Strategy. Projects to include: Staithes research project; Review of path cutting programme; Audit of footpath signs; Provision of demasting moorings; Feasibility on Stage 2 and 3 of Three Rivers Way |
| | Continue implementation of Broadland Rivers Catchment Plan including Slow the Flow project, initiate farmer advice group and implement Waterlife Projects, develop web maps |
| | Develop Landscape Partnership Scheme in line with Strategic Priorities [BA Strategic Priority 2] |
| | Prepare, consult on and adopt Conservation Area Appraisals for Stalham Staithe and Somerton |
| | Undertake Mill Condition Survey for LPS Mills [BA Strategic Priority 2] |
| | Plan for National Park Historic Environment Officers Conference in the Broads in 2017. |
| Provide financial management including: Financial Strategy and Annual Budget; budgetary control; preparation of Annual Accounts; external audit to achieve an unqualified audit and arrange insurance cover for the Authority's assets | End of year accounts, including Whitlingham Charitable Trust (WCT) |
| | Monthly financial monitoring reports, including WCT |
| | Tender for insurance renewal |
| | Internal and external audits management, including WCT Government returns for DCLG, CIPFA & HMRC 3-year Financial Strategy |
| Provide Information and Communications Technology (ICT) support including maintaining the operation and development of computer networks and telephone systems, ensuring business continuity and disaster recovery | Document Management System project – roll out |
| | Corporate priority projects: Asset Management, Tolls System upgrades, web mapping for Catchment Partnership and Local Plan mapping |
| | Hardware projects including server upgrades |
| | Implementation of Audit Recommendations |
| Tolls | Monitor toll compliance as part of paperless tolls system |
| | Collection of Toll Income and processing of payments |
| | Preparation of potential prosecutions |
| | Support for Tolls Working Group |