

**Strategic Direction**  
Report by Chief Executive

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

**Recommendation:** That the updates for 2016/17 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 target resources and 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 Broads Plan actions and routine works. All Broads Plan updates are posted online at: [www.broads-plan.co.uk](http://www.broads-plan.co.uk).
- 1.2 An update on the Strategic Priorities for 2016/17 is outlined in Appendix 1.
- 1.3 Appendix 2 outlines the key guiding strategies that set the direction for many aspects of the Authority's work. Progress on these strategies will be reported biannually to the Broads Authority.

Background papers: None

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Date of report: 26 April 2016

Broads Plan Objectives: Multiple

Appendices: APPENDIX 1: Strategic Priorities 2016/17  
APPENDIX 2: BA Key Strategic Documents

## 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





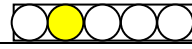


Support EA review of short-term flood risk management strategy towards developing a longer-term integrated strategy for the coast and Broads. Develop approaches to climate adaptation planning and action within protected landscapes for local communities and visitors.

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
1	<b>Broads Plan review</b>	Consult on revised draft Broads Plan 2017 by end Jul 2016 (min. 8 weeks' consultation) Adopt final plan Mar 2017; implement Apr 2017	Responses to first draft Plan being assessed to inform preparation of revised draft plan for consultation.		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 area Hold partner/stakeholder LPS events by end Jul 2016	Multi-theme 'drop in' events held in Stalham, Oulton and Brundall in Mar 2016. <u>Event planned for May for Suffolk Parishes within LPS</u>		Will Burchnell
		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: Dec 2016/ Jan 2017</li> <li>Submit final draft LCAP to LPS Board: Mar 2017</li> <li>Submit LCAP and second stage HLF app by May 2017</li> </ul>	First draft LCAP being prepared. Contracts to revise Landscape Character Assessment and development plans let on time and within budget.		
3	<b>Hickling Broad Enhancement Project</b>	Submit planning application for Stage 2 in Apr 2016	Stakeholder exhibition held 19 Apr (pre-planning consultation); planning app to be submitted taking feedback into account.		Trudi Wakelin
		Start Phase 2 construction in Nov 2016	-		
		Develop full funding application for CANAPE project by Jan 2017	Expression of Interest submitted Mar 16; decision expected July 16.		
4	<b>Promoting the Broads</b>	Review outcome of Judicial Review in Apr 2016	Waiting to see if claimants lodge leave to appeal after all grounds of JR rejected by		Lorna Marsh

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
			Judge. Plans in place to develop branding guidelines with Broads Tourism once outcome known.		
5	<b>Stakeholder Action Plan</b>	Send regular updates from Chief Executive to Parish Clerks and other stakeholder groups	Updates disseminated as <i>ad hoc</i> communications from Chief Executive to staff and members. Now need to extend to Parish Clerks.		Lorna Marsh
		Hold min x2 issue/project focused area 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 <i>or</i> flood risk management strategy)</li> </ul>	LPS Suffolk event scheduled May 2016		Maria Conti
		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. Broads Tourism updates to be provided through new Tourism Strategy Annual Action Plan reporting.		Lorna Marsh
6	<b>Integrated flood risk management and 'climate-smart' communities</b>	Report on outcome of EA review to Broads Forum and BA by Autumn 2016	Work underway		Simon Hooton
		Identify next steps to engage public on flood risk management and saline incursion issues - by Dec 2016	Initial discussions held with Norfolk Resilience Forum to explore joint action.		
		Report on engagement and adaptation planning process to Broads Forum and BA – Autumn 2016 & Spring 2017	In progress		
		Establish core group and prepare external funding bid	Preliminary core group		

**Broads Authority strategic priorities 2016/17**

Project	Milestones	Progress	Status	Contact
	for climate interpretation in protected landscapes. Submit bid by end 2016.	identified and planning next steps.		

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		

**Broads Authority - Key Strategic Documents**

The table below sets out the key strategic documents that guide and inform the work of the Broads Authority (and in many cases that of its partners).

This is not an exhaustive list of all strategies the Authority either produces or contributes to; however these guiding strategies set the direction for many aspects of the Authority’s work. They are Broads-wide and in some cases wider (e.g. catchment scale). Many are underpinned by more detailed thematic or site-specific plans, which then translate into specific operational projects.

It is proposed to update Members bi-annually on the progress of these strategies at the May and November meetings of the Broads Authority, following the adoption of the next Broads Plan in April 2017.

Strategy/Plan	Scope of Strategy/Plan (geographic area covered is Broads Executive Area unless specifically advised)	Lead BA Officer	Status	Key Delivery Partners
Broads Plan	Strategic management plan for the Broads Executive Area	Maria Conti	Adopted 2011 (2011-2016) Currently under review (See BA Strategic Priorities)  5-7 year plan period	All stakeholders – the Broads Plan is a plan for the Broads, not just the Broads Authority
Broads Local Plan (previously Broads Local Development Framework)	Planning policy document used in determining planning applications within the Broads Executive Area	Natalie Beal	Under review  Plan period up to 2036	Landowners, applicants, agents, communities, statutory/non-statutory bodies
Broads Biodiversity and Water Strategy	Implementation of the National Biodiversity 2020 Strategy within the Broads	Andrea Kelly	Adopted 2013  Action Plan being implemented	Broads Conservation Partnership/Broads Biodiversity Group
Broadland Rivers Catchment Plan	Water management within the whole of the Broadland	Neil Punchard	Adopted 2014 Action Plan being	Broadland Catchment Partnership (BCP)

	Rivers Catchment		implemented	
Broads Climate Adaptation Plan	'Climate-smart' planning and adaptation within the Broads	Simon Hooton	Adopted 2016	Broads Climate Change Partnership
Integrated Access Strategy	Improving access facilities and links to and between land and water in the Broads, and access to the area	Adrian Clarke	Adopted 2013  Action Plan currently being reviewed	Broads Local Access Forum (BLAF)
Sustainable Tourism Strategy	Promotion/ management of sustainable tourism within the Broads Executive Area and 'area of influence'	Bruce Hanson	Currently under review  See agenda	Broads Tourism
Education Strategy	Strategic guidance for the delivery of environmental education in the Broads	Nick Sanderson	Adopted 2012 (2012-2016) Currently under review	Broads Environmental Education Network (BEEN)
Volunteer Strategy	Strategic guidance for the promotion and delivery of the BA Volunteer Service	Beth Williams	Adopted 2012 (2012-2016) Currently under review	Broads volunteers and BA staff
Financial Strategy	Strategy for the use of resources within the Broads Authority	Emma Krelle	Adopted 2016  Plan period (2016/17-2017/18)	Broads Authority
Business Plan	Annual overview of the Broads Authority's planned activities	BA Management Team	Adopted annually  See agenda	Broads Authority