

**Strategic Direction**  
Report by Chief Executive

**Summary:** This report sets out the Broads Authority's activities in delivering progress against the Broads Plan 2011 through a series of Strategic Priorities which are designed to meet those objectives where the Authority has been identified as the lead partner. The report details the progress made towards the objectives, projects and key milestones for the Strategic Priorities for 2013/14 and proposes a series of draft objectives, projects and key milestones to meet the strategic priorities for 2014/15, following consultation with the Broads Forum, Navigation Committee and Town and Parish Councils.

**Recommendation:** That the Authority








- (i) notes the performance on the different projects to meet the Strategic Priorities for 2013/14 in the schedule at Appendix 1;
- (ii) adopts the objectives, projects and key milestones to meet the Strategic Priorities for 2014/15 as detailed in Appendix 3.

**1 Progress on Strategic Priorities for 2013/14**

- 1.1 The Authority uses a small set of Strategic Priorities with accompanying projects to monitor at each meeting the delivery of the Broads Plan. The Authority's Annual Strategic Priorities, along with the Business Plan, provide the link, the 'Golden Thread', between the objectives in the five-year management plan, the Broads Plan 2011, and the Directorate work programmes and targets for individual members of staff. As agreed in March 2011, the Authority's Strategic Priorities follow the three key themes in the Broads Plan together with an organisational priority, namely:
- (a) Planning for the Long-term future of the Broads in response to climate change and sea-level rise;
  - (b) Working in Partnership on the Sustainable Management of the Broads;
  - (c) Encouraging the Sustainable Use of the Broads; and
  - (d) The Governance and Organisational Development of the Authority.
- 1.2 It is important to remember that the Broads Plan is a plan for the Broads, not just for the Broads Authority. A range of partners will take the lead or joint role in the delivery of specific actions in the Plan. The Strategic Priorities do

not replicate all the activities being undertaken by the Authority, but concentrate on those matters which involve large levels of resource, have a very large impact on the Broads or are politically sensitive.

- 1.3 The Authority operates a traffic light system to determine progress against the objectives milestones and key projects as detailed in the table below:

		Completed
	Green	Project on track and no causes for concern
	Yellow	Good progress being made but some challenges in delivery e.g. minor slippage or limitations of staff and financial resources
	Amber	Project timetable slipping, concerns about how it is developing and a plan in place to address them
	Red	Looks unlikely that the project will be delivered on time and significant worries about the way its heading
	Black	Project won't be delivered on time and very major concerns about implications
		Direction of travel – comparison with last meeting

- 1.4 The 2013/14 priorities, objectives, projects and key milestones, agreed by the Authority on 22 March 2013, are detailed in Appendix 1. The specific outcomes for each of these projects and key milestones were detailed in the report to the Broads Authority on 22 March 2013.
- 1.5 Eighteen objectives have already been completed. The traffic lights for all remaining projects are currently green with the exception of:
- (a) Priority 1.1: Establish programme of community engagement to explain vulnerability of climate change and identify local concerns and aspirations to inform adaptation planning. The slow progress of engaging with the public on key issues on adaptation and flood management was reviewed by the Climate Change Adaptation Panel in January. They have concluded that producing a draft plan from current knowledge that is then presented for consultation will give something specific for people to react to. Although the unusual weather over the last year has certainly made people think more about climate change, there are currently confusing messages for the public and a political emphasis on restoration and short term resilience. It is hoped to continue with background communication on the vulnerability of the Broads and likely options for adaptation making use of existing 'gatherings' of people. A revised adaptation plan as a draft will seek to be written by the Autumn of 2014 and put out for consultation.

Responses will be analysed and a revision made as appropriate with the hope of submitting a document to Defra at the start of 2015. This will still fit with Defra's plans for revision of the National adaptation planning. This objective is currently amber.

- (b) Priority 2(a)3: Promote affordable housing to meet identified local needs and encourage sustainable communities. The Sites Specifics Development Plan Document (DPD) submission to the Planning Inspectorate was delayed due to a successful challenge to an appeal regarding enforcement action on Thorpe Island that has resulted in the matter being remitted to the Planning Inspectorate for redetermination (timescale currently unknown)). In the meantime, the policy relating to Thorpe Island in the Sites Specifics DPD was removed and the document was subject to a nine week consultation which ended 13 September 2013. The DPD was submitted to the Planning Inspectorate on 27 September and a Pre Hearing Meeting took place on 26 November. The Examination in Public was held on 12/13 February 2014. During the hearings the Inspector requested a number of main modifications to the document in addition to those already suggested by the Broads Authority. These changes are currently with the Inspector and it is expected that they will be the subject of six weeks consultation in March/April 2014. This objective is currently amber.
- (c) Priority 2(c)3: Deliver enhanced de-masting mooring provision in accordance with strategic priorities for mooring. A review of demasting needs at all bridges, to identify priority projects for 2014/15, had been scheduled for December 2013. This matter has been further deferred (following consultation with Chairman of Navigation Committee) due to the weight of other business at the February Navigation Committee meeting. This objective is currently yellow.
- (d) Priority 4.2: Document Management. Minor slippage on producing a two year action plan due to time taken in identifying a cost effective workflow solution. A reduction in staff will affect project delivery. This objective is currently yellow.
- (e) Priority 4.4: National Park Status. Work on this objective has been delayed due to other more pressing priorities relating to the Comprehensive Spending Review and Navigation Charges for 2014/15. This objective is currently amber.

1.6 The completion of the remaining 2013/14 Strategic Priority objectives, which have not been carried forward to the Strategic Priorities for 2014/15, will be pursued with any key matters being reported to the Broads Authority.

## **2 Consultation on the Draft Strategic Priorities 2014/15**

2.1 The National Park Authority Performance Assessment report of the Broads Authority identified that some stakeholders considered that their involvement

in annual priority setting could be stronger. This resulted in a recommendation to review the process for involving stakeholders in annual priority setting.

- 2.2 Following on from last year, the Broads Forum, Navigation Committee and all Parish and Town Councils have been consulted on the setting of the objectives, projects and key milestones for 2014/15. These draft Strategic Priorities were based on the Authority's endorsement of the overarching strategic context presented to the Authority on 22 November 2013. A list of other priority objectives had also been included to demonstrate that the Strategic Priorities would not replicate all the activities being undertaken by the Authority.
- 2.3 Following the Broads Authority meeting on 22 November 2013, the consultation with the Parish and Town Councils on the draft Strategic Priorities for 2014/15 was undertaken. Responses from this consultation, together with officer comments, are included in Appendix 2. It is not considered that these responses require the Authority to deviate from the consultation draft. Following members' endorsement to adopt the objectives, projects and key milestones to meet the Strategic Priorities for 2014/15 as detailed in Appendix 3, feedback to the Parish and Town Councils will be provided.
- 2.4 An initial consultation was held with the Broads Forum on 7 November 2013, with a second consultation, using the consultation draft, being held on 6 February 2014. The Broads Forum provided an overall endorsement of the Strategic Priorities within the consultation draft.
- 2.5 An initial consultation was held with the Navigation Committee on 24 October 2013, with a second consultation, using the consultation draft, being held on 27 February 2014. The Navigation Committee endorsed the Strategic Priorities within the consultation draft, stressing the need to continue to pursue the navigation related examples of other priority activity detailed in the consultation draft. The requirement to pursue the matter of income generation was specifically mentioned and this has been incorporated within the Strategic Priorities in Appendix 3, under Theme 4.
- 2.6 Following consideration of the consultation responses, members' endorsement to adopt the objectives, projects and key milestones to meet the Strategic Priorities for 2014/15 as detailed in Appendix 3 is sought.

Background papers: Nil

Author: John Organ

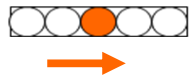
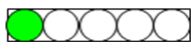
Date of report: 6 March 2014

Broads Plan Objectives: CC2, CC4.4, LC2.1, LC2.3, LC3, BD1.2, BD3.1, BD3.2, BD4.2, NA1, NA2, NA4, PE1.2, PE2.1, PE2.3 PE3.2, PE3.3, PE3.4, TR1.4, TR2, TR2.2 and TR3.1.





Appendices: APPENDIX 1 – Strategic Priorities for 2013/14  
APPENDIX 2 – Parish and Town Council Consultation Responses  
APPENDIX 3 – Proposed Strategic Priorities for 2014/15

Strategic Priority Objectives, Projects and Key Milestones for 2013/14

Priority 1 - Planning for the Long-term future of the Broads in response to climate change and sea-level rise




Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
1.1	<b>CC2.1</b> Establish programme of community engagement to explain vulnerability of climate change and identify local concerns and aspirations to inform adaptation planning	Head of Strategy and Projects/ Strategy and Projects Officer	Panel agree engagement plan and resource needs by 9 April 2013  Report on information and engagement phase to Broads Authority by November 2013  Draft adaptation plan to Broads Authority by March 2014	Following difficulty in engaging with the public the Adaptation Panel has agreed a revised approach to produce a draft Adaptation Plan by end of 2014	
1.2	<b>CC4.2</b> Establish integrated catchment approach for Broadland rivers with a wide range of partners	Senior Ecologist/ Broadland Catchment Partnership Officer	Develop with partners a plan which will identify joint actions to improve water quality in the Broadland catchment by March 2014.  <ul style="list-style-type: none"> <li>Identify quick win projects by September 2013 to feed into budget setting process</li> <li>Produce Draft framework document by Dec 2013</li> <li>Broads Authority and partners to adopt Plan by the end of March 2014 setting out a new approach to managing the catchment</li> </ul>	Final adoption of the Plan to be in May 2014. Meetings with key stakeholders to develop the detail and sign up to the plan are ongoing  New funding is being confirmed for the Catchment Officer post to be extended beyond May.	

**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –  
(a) Landscape and Cultural Heritage**



Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(a)1	<b>LC1.3</b> Develop comprehensive evidence base of cultural and historic landscape characterisation and assets to inform interpretation and management guidance	Historic Environment Manager/ Landscape Officer	Review & update existing landscape, historic and natural environment guidance and data into accessible web based information framework supporting the Broads Plan ( <i>"Your Broads/Broads View"</i> ) Present preliminary work to Members July13 Produce draft overview defining sense of place by Dec 2013 Consult on material with communities during winter to agree concept and define future steps Complete overview by March 2014	Consultation and draft overview completed. Publication of material via the website in September 2014.	
2(a)2	<b>LC2.1</b> Develop action plan for listed and locally significant buildings	Historic Environment Manager	Complete Individual Action Plans for all Mills by end of April 2013  Hold surgery by end of May 2013 with some owners and interested parties to identify likely lead mills to work on  Target lead Mills and Implement progress with owners through action plans by March 2014  Report on progress to each HARG meeting during 2013/14	Draft Action Plans for each Mill presented to Mill owner/stakeholder workshop held 20 June 2013 with actions and priorities identified.  Implementing action plans.  HARG meeting on 8 <sup>th</sup> November 2013 agreed investigation of funding bid for the How Hill Group of Mills	 
2(a)3	<b>LC3</b> Promote affordable housing to meet identified local needs and encourage	Planning Policy Officer	Progress Local Development Framework Site Specifics Document: • Hold examination in public in	Examination in Public was held 12 and 13 February 2014. Main modifications likely to	

	sustainable communities		Spring 2013; • Adopt in September 2013	be the subject of further consultation in March/April	
--	-------------------------	--	---	---	--




**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –  
(b) Biodiversity**



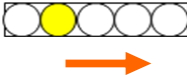
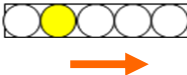
Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(b)1	BD1.2 Review annual Biodiversity Action Plan and implement 5-year rolling programme that enhances ecosystem services	Senior Ecologist	Identify early win projects that meet the objectives in the Broads Biodiversity and Water Strategy by June 2013 and seek to implement by March 2014	Comprehensive list of projects developed. Comprehensive review of lake restoration and management: history, current condition and feasibility for further lake restoration is making good progress.	
			Evaluate and report the effectiveness of Phoslock application in Cromes Broad and other lake management activities and report on further targeted actions by March 2014.	Monitoring data is being assessed for local and national dissemination. EA and BA have confirmed that there is sewerage input and will be working with residents and Parish Council to explore first time rural sewerage following discussion with Anglian Water.	
			Evaluate and report the effectiveness of turf ponds creation and report on further targeted actions by March 2014.	Survey complete, report on both turf ponds and barn owl projects due before end March 2014.	
			Provide appropriate support to at least 15 landowners / site managers	Completed. To date 37 landowners involved in	





			<p>through species and habitat enhancement projects (e.g. Barn owl boxes, County Wildlife Site designations) by March 2014</p> <p>Develop and hold, in conjunction with partners, the 3<sup>rd</sup> biodiversity and water forum meeting in February 2014 to report on progress of the Strategy</p>	<p>barn owl and kestrel project and 32 landowners contacted to request survey for CWS designation.</p> <p>Completed. 150 attendees of the Conference. Sponsorship gained from AW and E&amp;SW. Short film produced for the conference.</p>	 
--	--	--	--	--	--


**Priority 2 - Working in Partnership on the Sustainable Management of the Broads –  
(c) Management of the Navigation Area**

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2(c)1	NA1.1 Review and deliver strategic sediment management in accordance with waterways specifications	Head of Construction & Maintenance	<p>Dredge at least 50,000m<sup>3</sup> from the navigation area in accordance with identified priorities within the 2013/14 dredging programme by end March 2014 with reporting to each Navigation Committee.</p> <p>Award term hydrographic survey contract by July 2013</p> <p>Develop 2014/15 dredging programme and complete hydro surveys by January 2014</p>	<p>Dredging progressing well and on target for at least 50,000m<sup>3</sup>. Mud pumping at Heigham Sound is ongoing and dredging at Upton Dyke, Loddon Basin &amp; Mid Bure are ongoing</p> <p>Hydro contract awarded</p> <p>2013/14 Survey completed on the Ant, Chet &amp; entire Thurne System (except Horsey Mere)</p>	  


			Analyse hydrographic survey data and update Waterways Specifications compliance performance by March 2014	Survey analysis ongoing updated Waterways Compliance to be reported to Navigation Committee in April 2014.	
2(c)2	NA1.4 Seek to establish network of appropriately licensed disposal sites to ensure viability of future dredging programmes.	Director of Operations	Identify three priority areas for dredging disposal sites by April 2013,  Initiate discussions with landowners by June 2013.  Review progress/ budget availability and strategy by October 2013  Conclude negotiations by January 2014	Completed  Completed  Reported to Navigation Committee and strategy amended  No longer applicable	
2(c)3	NA5.2 Deliver enhanced demasting mooring provision in accordance with strategic priorities for mooring.	Director of Operations/ Senior Waterways & Recreation Officer	Design scheme and investigate sources of funding for demasting moorings at Acle Bridge and St Olaves by July 2013  Review demasting needs at all bridges and identify priority projects for 2014/15 by December 2013	St Olaves scheme has been developed, discussions with Planning ongoing, works programmed for beginning March subject to agreement  Report has been further deferred (following consultation with Chairman of Navigation Committee) due to weight of business at February Navigation Committee meeting	 

**Priority 3 - Encouraging the Sustainable Use of the Broads – (a) Promoting Understanding, Enjoyment and Wellbeing**


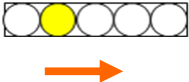
Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
3(a)1	PE1.2 Further develop 'EnjoytheBroads.com' tourism website and Broads Authority website	Head of Communications/ Head of ICT	<p>Redevelop the corporate website to modernise the site and provide enhanced functionality by March 2014.</p> <ul style="list-style-type: none"> <li>• Determine the scope and provisional costs for the project by July 2013.</li> <li>• Undertake development of new corporate website from August 2013.</li> <li>• Publish new website by March 2014.</li> <li>• Rejoin National Park Portal as Full Member by March 2014.</li> </ul>	Content being finalised for launch in March 2014	
3(a)2	PE2.1 Maintain effective network of visitor information centres serving the Broads and revise provision of on-site BA visitor information points.	Director of Operations	<p>Develop proposals to improve the public facilities at the Country Park in conjunction with the Whitlingham Charitable Trust.</p> <ul style="list-style-type: none"> <li>• Member Group to agree specifications for the development by September 2013.</li> <li>• Investigate funding options for the expanded facilities by December 2013.</li> </ul>	<p>Completed</p> <p>Completed</p> <p>Member Working Group held on 24<sup>th</sup> February. Draft Revised Terms of Reference on this agenda.</p>	




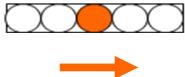
3(a)3	<b>PE3.3</b> Improve coordination and delivery of high quality educational experiences in the natural environment of the Broads.	Education Officer	Develop and pilot two modules for the Broads curriculum with the Broads Environmental Education Network by March 2014. <ul style="list-style-type: none"> <li>Identify and develop modules by July 2013.</li> <li>Begin pilot of modules in schools in September 2013 (across academic year ending July 2014).</li> </ul>	Activities/resources for two modules in geography and history have been developed focusing on travel/tourism and historical fact packs and are being piloted with input/feedback from participant schools being gathered and collated for improvements and wider roll out during the 2013/14 academic year	
-------	--	-------------------	---	--	---

**Priority 3 - Encouraging the Sustainable Use of the Broads –  
(b) Tourism, Recreation and Access**

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
3(b)1	<b>TR1.5</b> Monitor and maintain appropriate zoning and management of water space and wetlands for different forms of access and recreation; and <b>TR1.1</b> Examine opportunities to extend or expand navigable water space for recreation, consistent with conservation interests and flood risk.	Director of Planning & Resources	Develop Breydon Water Space Management Plan <ul style="list-style-type: none"> <li>Agree “scope” and process with users/partners by December 2013</li> <li>Agree Draft “framework” document by March 2014 for consultation.</li> </ul>	Write up of individual stakeholder meetings taking place and summary produced to assess future need and scope.  Scoping exercise indicates partner consensus that current arrangements are working and that there is no need for a plan.	

**Priority 4 - Governance/Organisational Development of the Authority**

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
4.1	Ensure that arrangements are in place to provide effective two way engagement with stakeholders, local communities, funders and the general public.	Director of Planning & Resources/ Director of Operations/ Strategy & Projects Officer/ Head of Governance	Implement the findings of the Review of Consultative Arrangements. <ul style="list-style-type: none"> <li>• Trial initial area parish forum by July 2013</li> <li>• Develop full programme of area parish forum meetings for 2014 subject to the outcome of the trial by December 2013.</li> </ul>	Successful trial forum held at Ludham on 18 September 2013.  Programme for 2014 :  19 March –(Yare) – Reedham June – (Thurne/Bure) – Potter Heigham Sept – (Waveney/Breydon) – Oulton Broad/Beccles October – (Ant Bure) - Ludham	
4.2	Establishment of an integrated and robust approach to the electronic storage of documents using DMS and the development of a comprehensive set of information about all	Head of ICT/ Asset Officer	Progress the DMS project. <ul style="list-style-type: none"> <li>• Determine the scope and provisional costs for the DMS project by October 2013.</li> <li>• Create two year action plan by December 2013.</li> </ul>	High level scoping work complete. Scanning hardware and software upgraded. Workflow software identified.	

	assets owned by the Authority and an appropriate programme of monitoring		<p>Asset Management.</p> <ul style="list-style-type: none"> <li>• Complete the valuation of assets by November 2013.</li> <li>• Update Asset Management Strategy by January 2014.</li> </ul>	Completed	
4.3	Member Development.	Chairman/ Head of Governance	<p>Establish a programme of member development to address development opportunities requested within member appraisals by May 2013.</p> <p>Undertake events as scheduled in the programme of member development by March 2014.</p>	Completed  Completed	  
4.4	National Park Status.	Chief Executive	<p>Review the objections previously identified in the consultation on the 2009 Act to understand the concerns raised by July 2013.</p> <p>Research the legal and procedural issues involved in the Authority's long term ambition for the Broads to become a national park by December 2030</p> <p>Establish Member Task and Finish Group in January 2014 to consider the options and any engagement requirements.</p> <p>Agree stakeholder and community engagement process by March 2014 for implementation in 2014/15</p>	Objections in process of review. Meeting arranged with the Chairman of the NSBA to look at the legal issues concerning national park status	

**Parish Council Comments on Draft Strategic Priorities 2014/15**

The Parish and Town Councils were consulted on the draft Broads Authority Strategic Priorities for 2014/15 over the period 16 December 2013 to 14 February 2013. The table below details the results of this consultation.

Theme/ Priority Serial Number	Objective	Parish/ Town Council	Comment	Officer Comment/ Suggested Action
General	General	Langley with Hardley Parish Council	<p>Councilors did not have any specific comments to make regarding the document. However, they would like to be informed of happenings within the parish, at least on a yearly basis.</p> <p>We would be happy to welcome a representative of the Broads Authority to our meetings to provide an update. If this isn't possible then we would welcome a written update.</p>	<p>The Parish Council will receive a copy of all consultation responses and comments, together with details of the Strategic Priorities adopted by the Authority in March.</p> <p>The Parish Council has also been invited to attend the Yare Parish Forum on 19 March 2014 to enable them to determine what is happening in their area.</p>
General	General	Thorpe St Andrew Town Council	<p>Generally we consider that the Broads Authorities main priorities should be Tourism and Climate Change with themes picking out these two principles. Whilst this diagrammatic model identifies the context we do question whether the Authority should be involved with economic development. The District and County Councils have separate departments specialising in this and currently we believe are performing well so why does the BA identify this alongside tourism. By all means feed into and work with the other authorities in the area to ensure that Tourism is noted as a high priority and major employer.</p>	<p>The Broads Authority has a social, economic and environmental duty under its legislative context. Tourism makes a huge contribution to the Broads Economy. The Scarborough Tourism Economic Activity Monitor model records that (for 2012) the Broads had 7.4 million visitors, providing an expenditure of £482.05 Million, with 6,487 jobs being dependent on tourism. Tourism therefore tends to be the main economic focus for the Authority. We already work closely with the District Councils however the Authority is able to provide a more Broads specific focus and specialist that others may not have e.g boatyards, hire boat industry etc</p>
Theme 1	General	Thorpe St Andrew Town	<p>We generally support the ethos of this but believe that the long term future of the Broads depend upon not just taking action</p>	<p>The Authority's emphasis is on the adaptation to climate change (with other councils often putting the emphasis on mitigation). This is to build</p>

		Council	to prevent climate change but also to identify policy to mitigate the circumstances of climate change, in particular flooding. This as a necessity involves dredging and bank raising & strengthening.	resilience and the ability of the area to cope with new weather regimes. Flood management is a significant part of this though all options to improve this need to be explored as current approaches are unlikely to be sufficient to get the best for the Broads.  We will continue to dredge as required for navigation, which has a minor land drainage benefit but bank raising/ strengthening is EA responsibility.
Theme 1	General	Geldeston Parish council	<p>The GPC welcomes the emphasis given in the document to climate change and sea level rise both of which may lead to further flooding risk and other consequences which are of immediate concern in our parish. Geldeston benefited from flood improvement work carried out by BESL / EA a few years ago but the GPC discusses this topic at most of its meetings. Although progress has been made recently, it continues to find liaising with, and achieving effective collaboration between, the many organisations involved very challenging and time consuming. Even now, there is no guarantee that appropriate, prompt action will occur in the event of further serious flooding in our village.</p> <p>So, although it welcomes the BA's commitment to a 'dialogue with community' and a 'revised climate adaptation plan and an action plan', it is concerned about the time-scale of this process as well as the need to provide immediate, reliable measures to safeguard people and homes. Much greater collaboration and effective joint working is required by all the</p>	There are two issues here: the immediate resilience of the locality and the longer term adaptation needs to cope with climate change and sea level rise. The former is primarily a function of the Environment Agency (flood management) and the County Council along with the emergency planning function through district councils. We do liaise over the emergency planning aspects; have development policies to minimise new risks and seek to influence the work of the Broads Flood Alleviation Project. The evolving Broadland Rivers Catchment Plan due out later this year also seeks a partnership approach to all water management in the catchment. The need to develop more effective governance of flood management as climate change increases risk is one of the issues likely to be addressed in the Adaptation Plan. This is a significant challenge, though one faced nationally, and may need the longer timeframes associated with adaptation planning.



			organisations involved. The BA could take a lead in achieving this.	
Theme 2	General	Thorpe St Andrew Town Council	Biodiversity is important and so again we reiterate our comments above that action to prevent flooding especially salt water, needs to be identified.	Noted.
Theme 2	General	Geldeston Parish Council	The GPC supports efforts to protect and enhance biodiversity of which improvements to water quality are an important part. Moreover, the role of farmers seems to be crucial in this respect.	Noted
Theme 3	General	Thorpe St Andrew Town Council	Sustainable use of the Broads supports and encourages tourism. We would like to improved access to Whitlingham Country Park especially from the north by either bridge or ferry.	The Broads Authority granted planning permission for a ferry between Thorpe and Whitlingham in 2011 and the BA Sustainable Development Fund has recently (November 2013) given the operator a grant towards the service. In addition, outline planning permission for a pedestrian and cycle bridge was granted between Whitlingham and Cremorne Lane. The full details of the final scheme are still awaited from the Developer of the Deal Ground site.
Theme 3	General	Geldeston Parish Council	Promoting sustainable use of the Broads by visitors and tourists brings economic benefit to many local people and their businesses. Visitors to the Broads are, however, likely to have a mixed impact on the local environment and the people who live there and nearby. At its last Annual Parish Meeting, the GPC conducted an interactive exercise asking those present to indicate which aspects they treasure in our village and issues for further work and improvement. It was clear that villagers enjoy the amenities offered in the BA part of our village and wish them to be well maintained. So, as well as a survey of visitors and tourists, the GPC would welcome the BA	<p>The practicalities and costs of surveying all Broads Residents in a systematic and comprehensive manner might be preclusive however there is potential scope to use the Parish Forum programme to undertake an interactive exercise similar to that undertaken by the Parish Council to give a high level and instant reaction. We will look into how we might do this for the next Parish Forum in March and if successful roll it out to subsequent forums.</p> <p>The Authority has an adopted Education Strategy that was a Strategic Priority in previous years. The Strategy has a 5 year action plan and we are in year three of its implementation</p> <p>Priorities for current year are:</p> <ul style="list-style-type: none"> <li>• Continuing development of a Broads</li> </ul>

			<p>conducting a similar exercise for local people.</p> <p>The GPC considers that the involvement of young people is crucial to understanding current policy and practice as well as to the future of a National Park, its people, habitats and wildlife. This is mentioned in Appendix 3 but the GPC believes that this should be given priority alongside others.</p>	<p>Curriculum with partner organisations</p> <ul style="list-style-type: none"> <li>• Development of supporting web based resources.</li> <li>• Continuing to provide learning opportunities for young people from socially deprived urban areas and other disadvantaged backgrounds.</li> </ul>
Theme 4	General	Thorpe St Andrew Town Council	<p>We do have major concerns with this section as it refers to 'National Park Brand'. The Broads failed in its bid to be identified as national park and we consider that finances are being wasted still pursuing this goal. Develop tourism in the Broads in its own right with its unique brand and don't try to get on a band wagon which has rejected you.</p>	<p>The Broads Authority did not fail in its bid to be identified as a national park but rather prioritised public safety matters in its Private Bill. National Park status is a long term ambition in the Broads Plan. National Park is an international brand and the Authority is working closely with the rest of the family to make the most of its advantages in terms of tourism and corporate sponsorship.</p>
Theme 4	General	Geldeston Parish Councils	<p>The GPC supports the principle of organisational review and development but the indicative activities mentioned (focusing on the profile of the Broads at its 25th anniversary and strengthening partnerships) do not seem to be relevant.</p>	<p>This theme has subsequently been amended to include the review of opportunities for income generation and further efficiencies.</p>
Theme 4/4.2	Partnership Working	Thorpe St Andrew Town Council	<p>We believe there are large budget savings to be made here by increased working with neighbouring planning authorities. We believe that the planning function should be returned to the planning authorities making both savings and improvements to the service. DC costs per application are a fraction of the costs of the BA. Planning authorities have more resources and expertise to deliver an improved service.</p>	<p>There is no evidence to support this statement and indeed the BA has considerable evidence to the contrary. The BA is the local planning authority for the area and has been since it was set up in 1989. Prior to 2007 planning applications were dealt with by constituent districts although planning policy was delivered in house. The planning service was brought in house in 2007 due to Government concerns over the poor performance of many of the districts and public concerns about consistency. Since the service has been delivered in house, performance and customer satisfaction has remained high. Evidence from the Peer Review</p>

				<p>Benchmarking undertaken by all LPAs when the Government was considering the option of Locally Set Fees in 2012, revealed that the BA's costs compared favourably with those of its neighbouring authorities. In addition, last year the Government published league tables in relation to speed of decision making for all LPAs (between March 2011 and July 2013) and this revealed the BA as the highest in Norfolk and 17th overall out of 336 LPAs (Broadland was 319 – just outside of the special measures category). In addition the Planning Agents Forum held in September 2013, indicated that local planning agents found the BA planning staff extremely efficient and professional in their dealings. The BA also has a good appeal success rate. It is extremely unlikely that any substantial savings would be realised by returning the service to the neighbouring authorities as they would require payment to undertake the service – cost likely to be in excess of that of the current arrangement and would also reintroduce uncertainty to the public and applicants alike.</p>
Examples of Other Priority Activity Theme 1	General	Thorpe St Andrew Town Council	We endorse this approach as per our comments above relating to sea level rise and the consequences of sea water flooding.	Noted.
Examples of Other Priority Activity Theme 2	General	Thorpe St Andrew Town Council	The general indication of partnership working on sustainable management of the Broads is supported. However we consider that the promotion of affordable housing is not a function of the BA. There is very little suitable land for development within the BA control mainly due to risk of flooding and therefore to promote affordable housing within this area seems a pointless exercise.	As stated earlier, the BA has social, economic and environmental duties under its legislation. As an LPA the BA has responsibilities under the planning legislation to provide for affordable housing through appropriate planning policies. It is recognised that the scope to do this is limited due to the environmental constraints.

			Again this function is best left to neighbouring LA and thereby reducing bureaucracy and costs.	
Examples of Other Priority Activity Theme 3	General	Thorpe St Andrew Town Council	The sustainability of the broads is supported but the section as outlined states concerns regarding the lack of young people and decline of small boats. We believe that both these could be the effect of high charges for these activities. Canoe clubs and rowing clubs could be given reduced boat fees if a % of membership are young people.	There are currently schemes in place that allow groups to purchase tolls for sailing dinghies and kayaks/canoes for use by young people at very reduced rates. A scheme for youth rowing has been agreed and commences in 2014.
Examples of Other Priority Activity Theme 4	General	Thorpe St Andrew Town Council	<p>We endorse again the sentiment of partnership working and Parish forums serve an important function of improving relationships with these sections of the community. The idea of maximising the opportunity for external funding requires respect from these outside bodies and the BA needs to do work in this area to improve its image. It has been seen in the past as a Body interested only in its own empire. We return to the importance of identifying its core values of environment and tourism and shed the planning responsibility and the national park ambition.</p> <p>A final comment on the future governance and structure of the Authority we believe that there should be a move to identify a future set up of elected members to the BA rather than the current appointments system which sees members making decisions without even living within 100 miles of the area and all totally unaccountable.</p>	<p>Following the successful trial forum held at Ludham on 18 September 2013, further Parish Forums are scheduled for 2014 as follows:</p> <p>19 March (Yare/Chet) – Reedham</p> <p>June (Thurne/Bure) – Potter Heigham</p> <p>September(Waveney/Breydon) – Oulton Broad/Beccles</p> <p>October (Ant Bure) - Ludham</p> <p>Defra has invited views on the possibility for national park authorities to include some directly elected members, and the Government's deliberations on this approach are still awaited. Such a move would also require primary legislation which might also provide the opportunity to review the Authority's national park status. It should also be noted that as a member of the national park family, the Authority has to consider the asset on behalf of the wider nation, rather than just the 5 – 6k people living in the area (this is particularly important given the 7</p>

				Million plus visitors to the area each year who contribute to the local economy; this provides the validity of having members who are able to represent the wider national interest.
Examples of Other Priority Activity Theme 4	General	Geldeston Parish Council	<p>Reviewing the governance and structure of the Authority mentioned in Appendix 3, which covers other priority activities to be undertaken <i>as resources allow</i>, seems essential. The GPC would welcome an examination of the structure of Authority to ensure that it is truly representative and accountable to those people whose lives it affects.</p> <p>The GPC regrets that the continuance of the programme of Parish Forums is only mentioned in Appendix 3 and not given essential status.</p>	See response above to Thorpe St Andrew Town Council on the same issues.

**Proposed Strategic Priorities for 2014/15**

**Theme 1 - Planning for the Long-term future of the Broads in response to climate change and sea-level rise**

This priority continues to be identified by others, including the Broads Forum, as a high priority, and the Authority has embarked on a major public consultation exercise which should lead to a revised Adaptation Plan and a new Action Plan. The following objective with indicative activities are proposed:

Ser	Objective	Lead Officer	Projects and Key Milestones	Outcome
1.1	Furthering community involvement to understand vulnerabilities and inform adaptation planning (Broads Plan Objective CC2)	Head of Strategy & Projects	<p>Continue to take opportunities to discuss with differing interests in the Broads the climate impacts and choices for getting the best for the broads throughout 2014</p> <p>Prepare revised climate adaptation plan for consultation with stakeholders by October 2014</p> <p>Use consultation responses to guide revised climate adaptation plan to be adopted by Authority &amp; partners by January 2015</p> <p>Submit revised plan to Defra by March 2015</p>	<p>Greater awareness of the local public about climate impacts and future adaptation choices</p> <p>Adaptation Plan consultation draft</p> <p>Adaptation Plan draft for adoption by BA and partners</p> <p>Adaptation Plan submitted to Government</p>

**Theme 2 - Working in Partnership on the Sustainable Management of the Broads –**

There are two main strands identified within this area:

- The Biodiversity Audit and the Biodiversity and Water Strategy completed in 2012 should provide the guide for future action and concentration should be given, working with partners, for a major project, or series of projects, to continue to protect and enhance biodiversity in the area.
- In conjunction with partners, the Catchment Plan for the Broads should be developed to seek long-term benefits to the whole area.

The following objectives, with indicative activities are proposed:

Ser	Objective	Lead Officer	Projects and Key Milestones	Outcome
2.1	Deliver Biodiversity and water Strategy (Broads Plan Objective BD1)	Head of Construction, Maintenance and Environment  Senior Ecologist	Develop a proposal and seek funding for the restoration of Hickling and its catchment. <ul style="list-style-type: none"> <li>• Initial proposal to the Broads Authority in September 2014</li> <li>• Feasibility and funding plan complete and reported to the Broad Authority in January 2015</li> </ul> Report on Strategy whole work programme for 2014/15 in July 2014	Prioritisation of approach to restoring a lake and its catchment  Progress on delivering the Biodiversity & Water Strategy
2.2	Continue the improvement of water quality and water resource (Broads Plan Objective BD3)	Senior Ecologist	Hold research seminar on fen hydrology in autumn 2014 and work with partners to agree a research programme by end of 2014.	Agreed programme of research into hydrology of fens
2.3	Develop landscape-scale initiatives (Broads Plan Objective BD5)	Senior Ecologist	Implement Broadland Catchment Plan <ul style="list-style-type: none"> <li>• Seek and confirm external funding to enable continuation of Catchment Partnership Officer till at least the end of 2014/15 by May 2014</li> <li>• Gain partner adoption of Broadland Catchment Plan by July 2014</li> <li>• Identify 3 key projects and funding by September 2014</li> <li>• Report on status of 3 projects by March 2015</li> </ul>	Closer partnership working to enable catchment restoration  Exemplar projects restoring elements of the catchment

### Theme 3 - Encouraging the Sustainable Use of the Broads

There are two main strands identified within this area:

- In conjunction with the Whitlingham Charitable Trust, the Trustees of the Arminghall Settlement and the Youth Hostel Association, develop a project to improve the public facilities in the Whitlingham Country Park. This was likely to involve applications for external funding.
- Following the completion of the STEP programme, work with partners to further promote tourism and economic development within the area.

The following objectives, with indicative activities are proposed:

Ser	Objective	Lead Officer	Projects and Key Milestones	Outcome
3.1	Promote a clear and consistent Broads 'brand' that defines the special qualities and status of the area as a resource for all (Broads Plan Objective PE1)	Head of Communications	<p>Use the 25 year anniversary of the Broads Authority to focus on the profile of the Broads and the Authority to galvanise support for future objectives. Generate a programme of promotional events to highlight the work of the Broads Authority and its 25<sup>th</sup> anniversary. Report to the Broads Authority in May for delivery during 2014.</p> <p>Assist Broads Tourism to relaunch 'Enjoy the Broads' brand to businesses in June 2014</p> <p>Undertake bilateral discussions with all key stakeholders to gauge level of support for greater use of the National Park brand and the Authority's long term ambition of achieving full National Park status. Report to BA in January 2015.</p> <p>Produce report and action plan on the positive steps that can be taken to raise the profile of the Broads through clear area signage and promotion outside of Norfolk &amp; Suffolk by December 2014</p>	<p>Increase understanding of the work undertaken by the Authority</p> <p>Increased profile of the Broads as a holiday destination</p> <p>Greater understanding of the issues around use of the 'national park' brand.</p> <p>Increased profile for the Broads</p>



<p><b>3.2</b></p>	<p>Develop the network of information provision to enable people to better understand the special qualities of the Broads and enjoy them in a sustainable way. (Broads Plan Objective PE2)</p>	<p>Director of Operations/ BA Project Manager/ Historic Environment Manager</p>	<p>Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham.</p> <ul style="list-style-type: none"> <li>• Working with partners develop and submit stage 1 HLF bid – April 2014</li> <li>• Subject to Stage 1 success develop a Stage 2 HLF bid for submission in September 2015</li> </ul>	<p>Providing an enhanced visitor experience in the Park via improved public facilities with funding secured from the HLF and partners.</p>
<p><b>3.3</b></p>	<p>Continue to improve the quality of the visitor experience, providing a consistent standard of facilities, services and welcome. (Broads Plan Objective TR2)</p>	<p>Head of Communications</p> <p>Senior Waterways and Recreation Officer</p> <p>Head of Communications</p>	<p>Produce development strategies for the yacht stations and visitor hubs to create direction of travel and main milestones for the coming five years by autumn 2014.</p> <p>Survey boat owners, hirers and hire boat yards to gain a clearer picture of their views and aspirations.</p> <p>Boat owners' survey complete and reported to the BA by autumn 2014. Hire yards and hirers surveys in summer 2014.</p> <p>Organise 4<sup>th</sup> Broads Outdoors Festival, May 2014</p>	<p>Enables overview of how each hub fits together, allows scanning for opportunities, allocation over time of resources.</p> <p>Establish evidence base for future tolls and management decisions.</p> <p>Raising the profile of the Broads locally and nationally. Encouraging more Broads businesses to participate in promotion.</p>

#### Theme 4 - Governance/Organisational Development of the Authority

At the heart of Strategic Priorities 1 – 3 is the profile of the Broads and the Broads Authority. Dedicated resource will be required to see how the area could make the most of the National Park brand. The following objectives, projects and key milestones are proposed:

Ser	Objective	Lead Officer	Projects and Key Milestones	Outcome
4.1	Review opportunities for income generation and further efficiencies	Head of Finance  Chief Executive  Management Team	Investigate the opportunities to benchmark costs of the Authority's services with national parks, local government and other relevant organisations.  Work with National Parks UK to raise income for the family from corporate sponsorship. Report to the Chairs of the National Parks in summer 2014  Identify potential income generation from sources such as Europe, the Lottery and the New Anglia together with potential further efficiencies by Autumn 2014.	Evidence base to inform 2015/16 budget setting.  Increased income above the £50,000 from Reckitt Benkeiser.  Financial support for the Authority's key strategic priorities