


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.

Recommendation: That the Authority notes the performance on the different projects to meet the Strategic Priorities for 2013/14 in the schedule at Appendix A.

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
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	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 is 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 Eleven 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 development of the project and preparing materials was delayed, which pushed event planning past the summer break. There are now dates for parish councils and tourism business in November and December and a farmer event should be confirmed for around this time as well. Meetings to help the dialogue process will continue in the New Year and initial plans for a young person's event at How Hill and a public event at The Forum are forming. This objective is currently yellow.
 - (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 and Examination in Public is to be held 12/13/14 February 2014. There are four unresolved 'unsound' objections to the

DPD and these are likely to form the basis of the Examination in Public. Elizabeth Ord has been appointed as the Planning Inspector for the Broad Sites Specifics DPD. The policies in the Sites Specifics DPD can be used in determining planning applications but have limited weight as they are not adopted. Those policies not receiving any objections have more weight than those which received objections. This objective is currently amber.

- (c) 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 yellow.

- 1.6 Some of the outstanding 2012/13 priority objectives, projects and key milestones have been incorporated within the priorities, objectives, projects and key milestones for 2013/14. The remainder will be pursued to completion. Significant issues regarding the completion of these 2012/13 priorities will continue to be reported to the Broad Authority.



2 Consultation on the Draft Strategic Priorities 2014/15

- 2.1 Following the Broad Authority meeting on 22 November 2013, the consultation with the Parish and Town Councils on the draft Strategic Priorities for 2014/15 has commenced. A copy of this consultation document is at Appendix B. These draft Strategic Priorities are 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 have also been included to demonstrate that the Strategic Priorities do not replicate all the activities being undertaken by the Authority. Further consultations will also be scheduled with the Navigation Committee and Broad Forum in February 2014, before the results of all consultations and a revised list of draft objectives are presented to the Authority for consideration on 21 March 2014.

Background papers:	Nil
Authors:	John Packman, John Organ
Date of report:	7 January 2014
Broad 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 A – Strategic Priorities for 2013/14 APPENDIX B – Parish and Town Council Consultation Document


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	CC2.1 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	2nd newsletter circulated. Event held in December. Further events for 2014 being planned.	
1.2	CC4.2 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"> Identify quick win projects by September 2013 to feed into budget setting process Produce Draft framework document by Dec 2013 Broads Authority and partners to adopt Plan by the end of March 2014 setting out a new approach to managing the catchment 	Review of evidence, action areas, case studies and engagement plan of the Broadland Catchment Approach completed and signed off by the steering group. Final plan in progress. Programme of workshops complete. Task groups developed for rural sustainable drainage, river restoration and new agri-environment options. Modelled soil erosion/run-off risk and ecosystem services mapping	


				funded in addition to hosting two workshops on invasive non-native species for farmers and landowners in the upstream catchments.	
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**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	LC1.3 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	First draft of Structure of project content produced and issued to HARG. Text produced for Geology information. Work commenced on web development to provide framework for document storage.	









2(a)2	LC2.1 Develop action plan for listed and locally significant buildings	Historic Environment Manager	<p>Complete Individual Action Plans for all Mills by end of April 2013</p> <p>Hold surgery by end of May 2013 with some owners and interested parties to identify likely lead mills to work on</p> <p>Target lead Mills and Implement progress with owners through action plans by March 2014</p> <p>Report on progress to each HARG meeting during 2013/14</p>	<p>Draft Action Plans for each Mill presented to Mill owner/stakeholder workshop held 20 June 2013 with actions and priorities identified.</p> <p>HARG meeting on 8th November 2013 agreed investigation of funding bid for the How Hill Group of Mills</p>	 
2(a)3	LC3 Promote affordable housing to meet identified local needs and encourage sustainable communities	Planning Policy Officer	<p>Progress Local Development Framework Site Specifics Document:</p> <ul style="list-style-type: none"> Hold examination in public in Spring 2013; Adopt in September 2013 	<p>Sites Specifics DPD submitted 27 September 2013. Pre Hearing Meeting held 26 November. Examination in Public to be held 12/13/14 February 2014.</p>	




Priority 2 - Working in Partnership on the Sustainable Management of the Broad –
(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 Broad's Biodiversity and Water Strategy by June 2013 and seek to implement by March 2014	Comprehensive list of projects developed including project to develop a comprehensive review of lake restoration and management: history, current condition and feasibility for further lake restoration.	

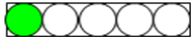
			<p>Evaluate and report the effectiveness of Phoslock application in Cromes Broad and other lake management activities and report on further targeted actions by March 2014.</p> <p>Evaluate and report the effectiveness of turf ponds creation and report on further targeted actions by March 2014.</p> <p>Provide appropriate support to at least 15 landowners / site managers 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 3rd biodiversity and water forum meeting in February 2014 to report on progress of the Strategy</p>	<p>Monitoring sediment and water quality with water plant and fish survey to follow. Investigations are suggesting issue of nutrient enrichment from non-mains drainage. Further water sampling and discussions with AW are required.</p> <p>Survey complete, report on both turf ponds and barn owl projects due before end March 2014.</p> <p>To date 29 landowners involved in barn owl project and 32 landowners contacted to request survey for CWS designation.</p> <p>Conference planning and preparation on track. Over 70 attendees confirmed to date. Sponsorship gained from AW and E&SW.</p>	   
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**Priority 2 - Working in Partnership on the Sustainable Management of the Broad –
(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 50,000m³ 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>Analyse hydrographic survey data and update Waterways Specifications compliance performance by March 2014</p>	<p>Prisma dredging project at Hardley has changed to a side casting operation, with mud pumping ongoing at Heigham Sound. From December the Mid Bure commences between Thurne mouth & Ranworth bends</p> <p>Hydro contract awarded</p> <p>2013/14 Survey completed on the Ant, Chet & entire Thurne System (except Horsey Mere)</p> <p>Survey Analysis due from Survey Contractors by 31 December 2013, updated Waterways Compliance to be reported to Navigation Committee in April 2014.</p>	     
2(c)2	NA1.4 Seek to establish network of appropriately licensed disposal sites to ensure viability of future dredging	Director of Operations	<p>Identify three priority areas for dredging disposal sites by April 2013,</p> <p>Initiate discussions with landowners by June 2013.</p>	<p>Completed</p> <p>Completed</p>	 

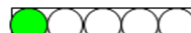
	programmes.		Review progress/ budget availability and strategy by October 2013 Conclude negotiations by January 2014	Reported to navigation Committee and strategy amended No longer applicable	
2(c)3	NA5.2 Deliver enhanced de-masting mooring provision in accordance with strategic priorities for mooring.	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 is being developed for implementation by March 2014 Report scheduled for February Navigation Committee	 

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"> Determine the scope and provisional costs for the project by July 2013. Undertake development of new corporate website from August 2013. Publish new website by March 2014. Rejoin National Park Portal as Full Member by March 2014. 	Agency designs being finalized and new content being uploaded onto development site..	



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"> Member Group to agree specifications for the development by September 2013. Investigate funding options for the expanded facilities by December 2013. 	<p>Completed</p> <p>Report on this agenda.</p>	
3(a)3	PE3.3 Improve coordination and delivery of high quality educational experiences in the natural environment of the Broads.	Education Officer	<p>Develop and pilot two modules for the Broads curriculum with the Broads Environmental Education Network by March 2014.</p> <ul style="list-style-type: none"> Identify and develop modules by July 2013. Begin pilot of modules in schools in September 2013 (across academic year ending July 2014). 	<p>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</p>	





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	TR1.5 Monitor and maintain appropriate zoning and management of water space and wetlands for different	Director of Planning & Resources	<p>Develop Breydon Water Space Management Plan</p> <ul style="list-style-type: none"> Agree “scope” and process with 	<p>Write up of individual stakeholder meetings taking place and summary produced to</p>	

	forms of access and recreation; and TR1.1 Examine opportunities to extend or expand navigable water space for recreation, consistent with conservation interests and flood risk.		users/partners by December 2013 <ul style="list-style-type: none"> Agree Draft “framework” document by March 2014 for consultation. 	assess future need and scope. Summary circulated to stakeholders and feedback sought. Responses due back 4 January 2014.	
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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"> Trial initial area parish forum by July 2013 Develop full programme of area parish forum meetings for 2014 subject to the outcome of the trial by December 2013. 	Successful trial forum held at Ludham on 18 September 2013. Programme for 2014 : March –(Yare) – Reedham June – (Thurne/Bure) – Acle Sept – (Waveney/Breydon) – Oulton Broad/Beccles	
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 assets owned by the	Head of ICT/ Asset Officer	Progress the DMS project. <ul style="list-style-type: none"> Determine the scope and provisional costs for the DMS project by October 2013. Create two year action plan by December 2013. 	Scoping work under way. Staff informed of requirements & progress via team briefings. Draft corporate wide taxonomy developed. To be signed off following consultation	

	Authority and an appropriate programme of monitoring		<p>Asset Management.</p> <ul style="list-style-type: none"> Complete the valuation of assets by November 2013. Update Asset Management Strategy by January 2014. 	<p>with key staff.</p> <p>Report on this agenda.</p>	
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>	<p>Completed</p> <p>On track for completion by March 2014</p>	 
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>	<p>Objections in process of review.</p>	

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To All Parish and Town Councils

Date

Our ref

Your ref

16 December 2013

Dear Sir/Madam

Broads Authority Draft Strategic Priorities – 2014/15

The Broads Authority's Annual Strategic Priorities, along with the Business Plan, provide the high level link between the Broads Plan 2011 and the Authority's work programme.

The Authority is presented with a rapidly changing external environment and will face some difficult choices as a result of further reductions in National Park Grant. The National Park Grant is already set to reduce from £3,547,447 in the current year to £3,320,095 in 2014/15. The Authority has also been advised that further reductions in the Grant will be applied for 2014/15 and 2015/16 and is awaiting details in this regard. This strategic context is significant for the Authority in the identification of Strategic Priorities for future years, as is the need for the Authority to target its limited resources on bringing in additional income from funding opportunities.

The Authority has reviewed the objectives set out in the Broads Plan 2011, and identified much progress that has been made so far. This review has also identified some gaps which have not yet been covered. However, in the light of reducing National Park Grant the Authority must have a heightened sense of realism about what can be delivered within this strategic context.

During its meeting on 22 November 2013, the Authority endorsed the diagrammatic representation of the overall context at Appendix 1, as it provided a helpful means of focusing attention on those overarching Strategic Priorities to be considered in delivering effective and efficient services. Following on from this, a draft set of overriding Strategic Priorities for 2014/15, that are matched to the three key themes in the Broads Plan are detailed in Appendix 2. However, it should be noted that these draft 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. The Authority will still look to pursue a range of other priority activities within work programmes as resources allow and some examples of these activities are detailed

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Item 10 Page 13 of 19

in Appendix 3. In practice this leaves little spare capacity for new activity in the coming year with much of the project and operational resources already having been committed.

As in the last two years, we would welcome comments from the Parish and Town Councils on the draft Strategic Priorities at Appendix 2 as we are keen to receive feedback on whether the advisory Committees and Forums and the Broads Authority members have correctly identified the matters of current importance. Comments should be sent to the Head of Governance and Executive Assistant at the above address or by email john.organ@broads-authority.gov.uk to be received by 14 February 2014.

Yours faithfully

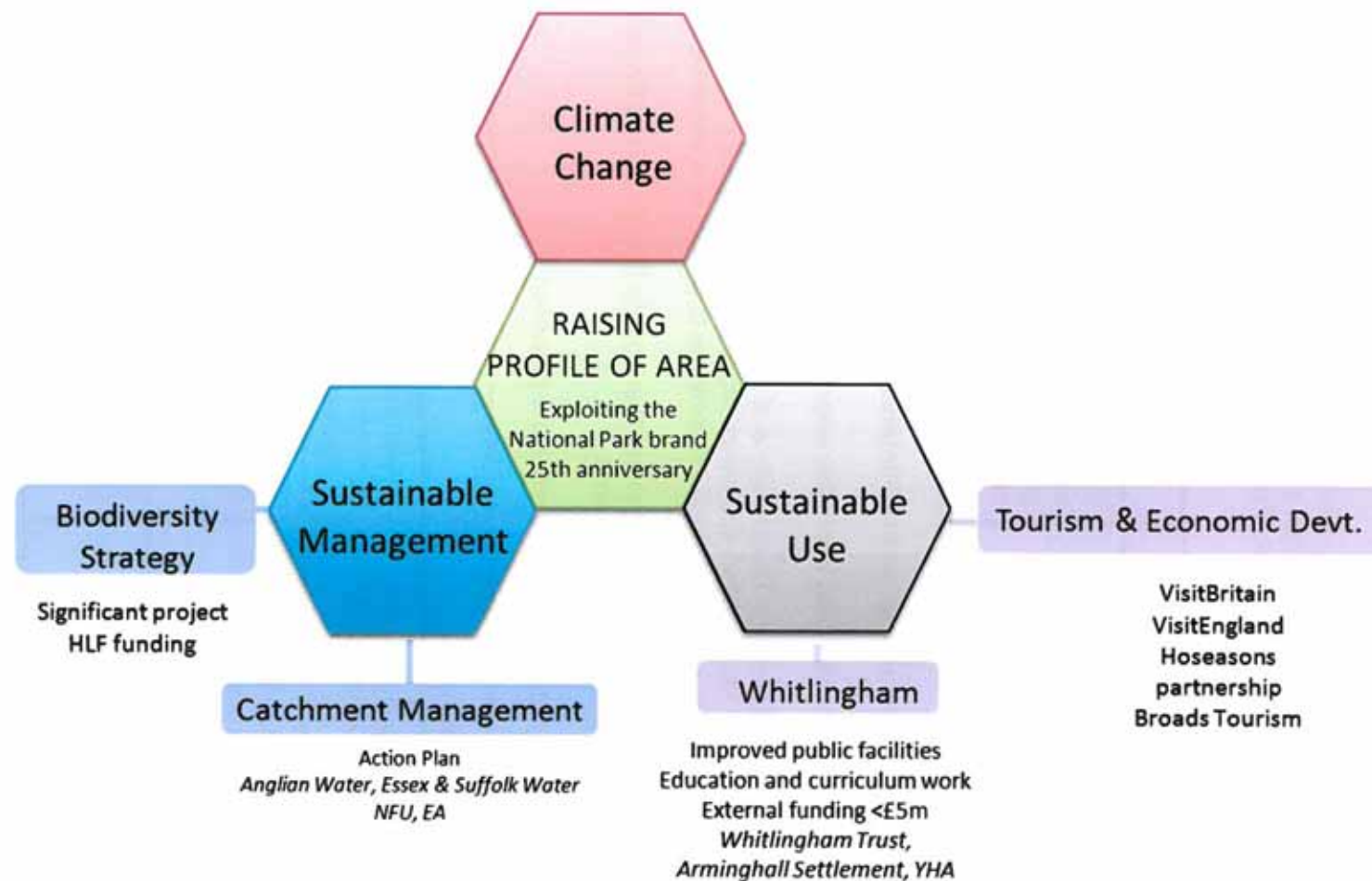


John Organ
Head of Governance and Executive Assistant

Appendices:

- Appendix 1 – Diagrammatic Representation of the Overall Context.
- Appendix 2 - Draft Strategic Priority Objectives 2014/15.
- Appendix 3 – Examples of Other Priority Activities to be Undertaken Within work Programmes as Resources Allow.

Diagrammatic Representation of the Overall Context



Draft Strategic Priority Objectives for 2014/15

A draft set of overriding Strategic Priorities for 2014/15, which are grouped within the three key themes in the Broads Plan are detailed below. At the heart of themes 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. Activities in this regard are detailed in a fourth theme concerning the Governance/Organisational Development of the Authority.

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	Objectives	Indicative Activities
1.1	Furthering community involvement to understand vulnerabilities and inform adaptation planning (Broads Plan Objective CC2)	Dialogue with the community on the potential impacts of climate change has started and will continue through to next year. The output will then be used to produce a revised climate adaptation plan and an action plan

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	Objectives	Indicative Activities
2.1	Deliver biodiversity planning (Broads Plan Objective BD1)	Implement the Biodiversity Strategy through partnership working and developing a major conservation project suitable for external funding.
2.2	Continue the improvement of water quality and water resource (Broads Plan Objective BD3)	Through partnership working, make use of the Water Framework Directive and other funding.
2.3	Develop landscape-scale initiatives (Broads Plan Objective BD5)	Take forward the Catchment Management Plan through partnership working.

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	Objectives	Indicative Activities
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)	Understand the need and take opportunities to develop a national park brand.
3.2	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)	Continue to work with the WCT on the major project to enhance the public facilities at Whitlingham.
3.3	Continue to improve the quality of the visitor experience, providing a consistent standard of facilities, services and welcome. (Broads Plan Objective TR2)	Seek to utilise Rural Development Strategies to enable investment in tourism and other economic development. Conduct a visitor survey to base the future tourism strategy on. Continue to explore partnership approaches for marketing the whole Broads

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	Indicative Activities
4.1	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.
4.2	Strengthen partnership working to meet common objectives by combining/identifying available resources

Examples of Other Priority Activities to be Undertaken Within work Programmes as Resources Allow

This appendix provides examples of other priority activities to be undertaken within work programmes as resources allow. Similarly, to the draft Strategic Priorities in Appendix 1, these actions are grouped within the three themes from the Broads Plan, together with the fourth theme concerning governance and organisational development.

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

Broads Plan Objective	Suggested Work Areas
Promote planning and design approach to sustainable living (Broads Plan Objective CC4)	Working with partners, continue to champion the importance of the Broads to ensure maximum benefits from the urban growth around Norwich and on the edge of the Broads.

Theme 2 - Working in partnership on the sustainable management of the Broads

Broads Plan Objective	Suggested Work Areas
Promote distinctive landscape character areas, integrated project management with local communities (Broads Plan Objective LC1)	<p>Determine approach to enable protection of the special qualities of the Broads and in particular partnership working with farmers to allow water quality and conservation to improve.</p> <p>Provide more information to the public on what makes the Broads special through the 'Place making' initiative.</p> <p>Generate evidence based analysis of recreation effects on Broads Special Qualities</p>
Protect heritage assets (Broads Plan Objective LC2)	<p>A survey of mills has been completed. The next stage is to develop a project in partnership and apply for funding for mills and the drained marshes.</p> <p>Explore, with partners opportunities for potential apprenticeship schemes to foster traditional skills on the Broads</p>
Promote affordable housing to meet identified local needs and encourage sustainable communities (Broads Plan Objective LC3)	In partnership, development of local plans
Deliver strategic sediment management (Broads Plan Objective NA1)	<p>Continue regular programme of dredging and sediment management exploiting the new techniques developed under PRISMA.</p> <p>Look for a potential follow-on project from PRISMA with external funding.</p>
Safety Management (Broads Plan Objective NA4)	Complete land based inventory and risk management

Theme 3 - Encouraging the sustainable use and enjoyment of the Broads

Broads Plan Objective	Suggested Work Areas
Network of information provision to better understand the Broads (Broads Plan Objective PE2)	Identify partnership opportunities for enhanced interpretation at key sites
Enable a wider range of people to understand, experience and actively benefit from the Broads (Broads Plan Objective PE3)	<p>Develop electronic/social media provision Continue development of the Broads Curriculum and educational programmes.</p> <p>Promote opportunities for young people to gain an understanding of the Broads environment.</p> <p>Develop improved resource sharing, through the Volunteer Strategy in particular</p>
Provide a wide range of opportunities to experience and enjoy the Broads – implement the integrated access strategy (Broads Plan Objective TR1/3)	<p>Take opportunities to increase slipway and angling provision</p> <p>Promote opportunities for young people to take up boating and sailing. Fill in gaps in mooring provision</p> <p>Explore strategies to reverse the reducing trend in numbers of small boats</p> <p>Support restoration of Broads and explore managed access onto and around them</p>

Theme 4 - Governance and Organisational Development of the Authority

Suggested Work Areas
Continue programme of Parish Forums
Maximise the opportunities for partnership / external funding / income generation
Continue refinement of services and consolidation of premises to develop greater efficiency and effectiveness
Review the governance and structure of the Authority in conjunction with the review of National Park status