



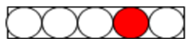




Strategic Direction
Report by Chief Executive

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 2014/15.
Recommendation:	That the Authority notes the performance on the different projects to meet the Strategic Priorities for 2014/15 in the schedule at Appendix 1.

1 Progress on Strategic Priorities for 2014/15

- 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 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 2014/15 priorities, objectives, projects and key milestones, agreed by the Authority on 21 March 2014, 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 21 March 2014.
- 1.5 Four objectives have already reached completion. The traffic lights for all remaining projects are currently green with the exception of:
- Objective 1.1: Prepare revised climate adaptation plan for consultation with stakeholders by October 2014. The revision of Climate Change Adaptation Plan has identified a new approach. This has been approved by the Climate Change Adaptation Panel and detailed discussion to confirm the content is starting with key partners. The intention is to have the content supported by those partners by the end of the year with the document being approved for wider consultation at the next Authority meeting in January 2015. This should still allow a more detailed document to be sent to Defra in the Spring.
- 1.6 The completion of those 2013/14 Strategic Priority objectives, which have not been completed or carried forward to the Strategic Priorities for 2014/15, will be pursued with any key matters being reported to the Broads Authority.

Background papers: Nil


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Broads Plan Objectives: CC2, BD1, BD3, BD5, PE1, PE2 and TR2.
Appendices: APPENDIX 1 – Strategic Priorities for 2014/15

Strategic Priority Objectives, Projects and Key Milestones for 2014/15

Priority 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.




Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
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 & partners by January 2015 Submit revised plan to Defra by March 2015</p>	<p>BA members Annual Site visit (24 July) focussed on climate change</p> <p>New structure for consultation document agreed by Panel. Meeting with partners on document in 2014 with public consultation delayed till Feb 2015</p>	



Priority 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.

Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
2.1	Deliver Biodiversity and water Strategy (Broads Plan Objective BD1)	Head of Construction, Maintenance and Environment	<p>Develop a proposal and seek funding for the restoration of Hickling and its catchment.</p> <ul style="list-style-type: none"> • Initial proposal to the Broads Authority in September 2014 • Feasibility and funding plan complete and reported to the Broad Authority in January 2015 	<p>A meeting is being arranged with NWT to look at partnership working and to further develop a project for erosion protection as the start of further improvements to Hickling Broad. Navigation Committee on 4 September provided support in principle for a long-term project to be developed for Hickling. Due to the Navigation Committee's recommendation of a 1.7% Toll increase the scale of the Hickling project has been scaled to meet budgets available. The Head of Con, Main & Envir is looking at developing a scheme with existing</p>	


		Senior Ecologist	Report on Strategy whole work programme for 2014/15 in July 2014	<p>available funds</p> <p>Draft of the Hickling Lake Review chapter complete and has been reported to the Upper Thurne Working Group in May. Lake Review will be reported to BA in March.</p> <p>New ditch system in the Brograve catchment being dug in mid-July to test ochre and salt production from different drainage scenarios.</p> <p>Update on work programme provided on 11 July 2014.</p>	
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.	Seminar proposals being developed but will wait to be held until decision on Catfield Fen has been made by Environment Agency	
2.3	Develop landscape-scale initiatives (Broads Plan Objective BD5)	Senior Ecologist	<p>Implement Broadland Catchment Plan</p> <ul style="list-style-type: none"> Seek and confirm external funding to enable continuation of Catchment Partnership Officer till at least the 	Funding confirmed for Catchment Partnership Officer till end of March 2015.	

			<p>end of 2014/15 by May 2014</p> <ul style="list-style-type: none"> Gain partner adoption of Broadland Catchment Plan by July 2014 Identify 3 key projects and funding by September 2014 Report on status of 3 projects by March 2015 	<p>Plan approved by Broads Authority, welcomed by partners and launched at River Waveney Study Center on 19 June.</p> <p>Action Plan within the plan has set out projects and budget is available for project delivery.</p>	 
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Priority 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.



Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
3.1	Promote a clear and consistent Broads 'brand' that defines the special qualities and status of the area	Head of Communications	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	<p>A programme went to members on the 15 May meeting.</p> <p>A logo and hashtag</p>	


	as a resource for all (Broads Plan Objective PE1)		programme of promotional events to highlight the work of the Broads Authority and its 25 th anniversary. Report to the Broads Authority in May for delivery during 2014.	<p>have both been produced and are in use.</p> <p>Various small or regular events have been branded with the 25th anniversary message, including the annual public meeting and picnic in the park.</p> <p>The 25th Anniversary beer Flagondry by Woodfordes was launched in conjunction with the Eating Out Guide on 8 April.</p> <p>A 25-km sponsored walk was undertaken by staff in May.</p> <p>A public lecture from Professor David Matless on the cultural geography of the Broads was hosted at the UEA on 3 November followed by a VIP reception attracting more than 160 people.</p> <p>Completed</p>	
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			<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 & Suffolk by December 2014</p>	<p>Completed</p> <p>Consultation in progress, with responses to be considered in January.</p> <p>Delivery of report and action plan postponed until March 2015 in order to incorporate any branding development decisions</p>	  
3.3	Continue to improve the quality of the visitor experience, providing a consistent standard of facilities, services and welcome. (Broads Plan Objective TR2)	<p>Head of Communications</p> <p>Senior Waterways and Recreation Officer</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</p>	<p>Work in progress</p> <p>Fieldwork for all four surveys (private boat owners, hire yards, visitors and residents) complete. Online private boat owner survey in progress. Analysis of data now being undertaken prior</p>	 

		Head of Communications	summer 2014. Organise 4 th Broads Outdoors Festival, May 2014	to submission of report to BA. Completed	
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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	Review opportunities for income generation and further efficiencies	Head of Finance	Investigate the opportunities to benchmark costs of the Authority's services with national parks, local government and other relevant organisations.	ENPOG to consider appetite and options for joint benchmarking work across National Park Family at their meeting in December 2014.	
		Chief Executive	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	Income from Airwick partnership has been re-invested in further initiatives to develop major corporate sponsorship opportunities in conjunction with the other members of the National Park family. A second instalment of income is due to be received shortly and officers are developing proposals for the use of this funding. Chief Execs of	

		Management Team	Identify potential income generation from sources such as Europe, the Lottery and the New Anglia together with potential further efficiencies by Autumn 2014.	<p>National Parks have signed off income generation strategy.</p> <p>Broads Authority Advertising and Sponsorship Policy has been developed and is on this agenda for discussion.</p> <p>Work ongoing to identify potential project funding including potential for HLF bids and future EU project bids.</p>	
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