

Initial Consultation on the Draft Strategic Priorities for 2015/16
Report by Chief Executive

Summary: The Authority will need to adopt objectives, projects and key milestones to meet the strategic priorities for 2015/16 during its meeting in March 2015. This report seeks the Forum's views on what objectives should be considered.

1 Introduction

- 1.1 This paper seeks to obtain early comment on the objectives to be included within the Strategic Priorities for the Broads Authority in 2015/16. The Broads Plan 2011 sets out the main themes, objectives and priorities for the area and sets the framework for the Authority's activities. As this is a Plan for the Broads, not all objectives fall to the Broads Authority to make progress on. It should also be noted that the Strategic Priorities do not replicate all the activities to be undertaken by the Authority, but should concentrate on those matters which involve large levels of resource, have a very large impact on the Broads or are politically sensitive. This initial consultation with the Broads Forum seeks to identify the important areas of work members would like to see addressed.
- 1.2 The matters identified by the Forum will be considered with other initial consultation suggestions, resulting in the generation of draft Strategic Priorities which will then be subject to further wider consultation. This will include consultation with all the Parish and Town Councils, which are partly or wholly within the Broads Authority's executive area, and a further consultation with the Broads Forum on 5 February 2015.

2 Broads Plan 2011

- 2.1 There are three key priorities for the Authority and its partners over the lifetime of this Broads Plan. These are:
- a. Planning for the long-term future of the Broads in response to climate change and sea level rise. The Broads landscape is, from an English point of view, in the front line for impacts from climate change and sea level rise. The Broads Authority will work with the Environment Agency and Natural England, together with other key agencies and local communities, in planning a sustainable future for the Broads.
 - b. Working in partnership on the sustainable management of the Broads. All the key agencies are beginning to work on a whole catchment landscape scale approach to the management of the Broads. The Broads Authority and its partners will work together to expand and enhance biodiversity of important sites but also to build resilience by

increasing the size of sites of wildlife importance. Ongoing focus on improving management of the navigation is vital and the Authority will continue to work with user groups to improve the sustainable management and safety of the waterways.

- c. Encouraging the sustainable use and enjoyment of the Broads.
Engaging with local people and visitors is important in protecting the Broads for the longer term. The Authority will continue with its initiatives to increase engagement with local people. Volunteering and education will be areas for expansion and development. In line with the ethos of national parks, the Authority will focus its educational efforts on reaching those who would not otherwise have the opportunity to enjoy and understand the glories of the Broads. Local authorities will continue with their important work of encouraging local people to embrace a low carbon way of living. The Authority will progress its programmes to improve the quality of the facilities available for boats and continue to work with the local business community to foster sustainable tourism.

- 2.2 These three key priorities are expanded upon in more detail in the Broads Plan, listing for each key priority the strategic objectives, the means to achieve these, the lead and key partners and the mechanism for delivery. The Broads Plan also 'red flags' a certain number of these objectives with a priority status. Members can access the Broads Plan at <http://www.broads-plan.co.uk/> This e-document also allows members to view the progress to date on the different objectives (through clicking on the reference numbers within the three priority sections), which should assist members in identifying the areas which they consider may still require attention.

3 Strategic Priorities for 2014/15

- 3.1 To further assist members considerations, the objectives and milestones for the Strategic Priorities for the current year are included in Appendix 1, detailing the progress made up to the end of September 2014. Please note that this includes a fourth organisational priority, which covers the governance and organisational development of the Authority.

4 Potential Areas for Consideration

- 4.1 The Management Forum, which consists of senior members of staff within the Authority, has reviewed the 'red flagged' priority objectives from the Broads Plan and identified the following areas (linked to primary Broads Plan objectives) as potential topics for the 2015/16 priority objectives:
 - a. CC2/3.2: Support the development of the flood risk management strategy by the Environment Agency to follow on from BFAP;
 - b. LC2: Development of the Landscape Partnership Project to protect heritage assets identified at risk and locally important;

- c. BD4.1: Deliver agreed strategic management approach for Broads lake restoration by continuing investigation and implementing trails in relation to Hickling Broad;
- d. BD3.2: Deliver partnership projects to improve the chemical and biological condition of water bodies including restoration of wetlands;
- e. BD4.2: Manage and increase area of fen and drained marsh (in accordance with agreed strategies and research base);
- f. NA1: Continue discussions to identify opportunities for strategic sediment disposal particularly in relation to the needs at Hickling;
- g. NA1.5. Use the output from the Stakeholder Surveys as one of the inputs in the development of a long term strategy for the management of the navigation.
- h. NA5.2/TR2.2: Implementing the Authority's Mooring Strategy (to be considered by Broads Authority at its November meeting) through enhanced de-masting mooring provisions and improvement of moorings in accordance with strategic priorities for mooring;
- i. PE1.1: Promotion of the 'Broads' brand and delivery of associated signage (subject to the results of the consultation and Broads Authority decision);
- j. PE1.1 Working with Broads Tourism update the Tourism Strategy;
- k. PE3.3: Taking the Broads curriculum forward;
- l. TR2.2: Implement results from the strategic review of waste facilities.

5 Identification of Areas of Work to be Addressed

- 5.1 At this stage, members' views on the areas of work to be addressed are sought, and in particular those potential areas detailed in Section 4 of this report. It is not expected that members prepare detailed objectives in this regard, but it would be helpful to provide high level topics to be addressed, linking these to the Broads Plan objectives or the Authority's fourth organisational priority if at all possible.

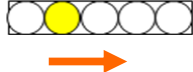
Author: John Organ
Date of report: 20 October 2014

Appendices: APPENDIX 1 - Strategic Priority Objectives Projects and Key Milestones 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) focused on climate change</p> <p>Revision of plan has identified new approach currently being discussed with partners. May delay consultation till late in 2014</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. 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 Committee later in the year. New ditch system in the Brograve catchment</p>	



		Senior Ecologist	Report on Strategy whole work programme for 2014/15 in July 2014	being dug in mid-July to test ochre and salt production from different drainage scenarios. Update on work programme provided on 11 July 2014.	
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	Implement Broadland Catchment Plan <ul style="list-style-type: none"> • Seek and confirm external funding to enable continuation of Catchment Partnership Officer till at least the end of 2014/15 by May 2014 • Gain partner adoption of Broadland Catchment Plan by July 2014 	Funding confirmed for Catchment Partnership Officer till end of March 2015. Plan approved by Broads Authority, welcomed by partners and launched at River Waveney Study Center on 19 June.	 



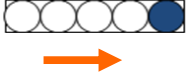
			<ul style="list-style-type: none"> Identify 3 key projects and funding by September 2014 Report on status of 3 projects by March 2015 	Action Plan within the plan has set out projects and budget is available for project delivery.	
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Priority 3 - Encouraging 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 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 25th 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</p>	<p>Initial suggestions for events have been sought from Staff.</p> <p>The 25th Anniversary Beer "Flagon-dry" was launched by Woodfordes in conjunction with the Eating Out Guide on 8th April.</p> <p>Completed</p>	 

			<p>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>Work in progress. Report on agenda.</p> <p>Delivery of report and action plan postponed until March 2015 in order to incorporate any branding development decisions</p>	 
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)	Director of Operations/ BA Project Manager/ Historic Environment Manager	<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"> Working with partners develop and submit stage 1 HLF bid – October 2014 Subject to Stage 1 success develop a Stage 2 HLF bid for submission in 2015/16 	<p>It had not been possible to resolve the matters relating to the partnership and lease arrangements or provide mitigating measures acceptable to all parties. Therefore, with much regret and disappointment of all those involved, the Authority resolved that it was not possible to proceed with the project at the present time.</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)	Head of Communications	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.	Work in progress	
		Senior Waterways and Recreation Officer	Survey boat owners, hirers and hire boat yards to gain a clearer picture of their views and aspirations. Boat owners' survey complete and reported to the BA by autumn 2014. Hire yards and hirers surveys in summer 2014.	Successful pilot complete. Surveys in progress and due for completion by end of September 2014. Analysis to be completed by end of October 2014	
		Head of Communications	Organise 4 th Broads Outdoors Festival, May 2014	Completed	

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.	Joint Improvement Group has agreed to scope development of new benchmarking activity and options are being explored. Work to identify other benchmarking material has been undertaken but this is relatively	

		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	<p>limited and no longer current Investigation of the options for commissioning bespoke external benchmarking has previously been undertaken and discussed with FSAC but associated costs are likely to be prohibitive.</p> <p>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.</p>	
		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>Chief Execs of National Parks have signed off income generation strategy.</p> <p>Work ongoing to identify potential project funding including potential for HLF bids and future EU project bids.</p>	