

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

**Summary:** This report seeks the Committee's views on the Authority's strategic priorities for 2015/16.

**1 Current Priorities**

1.1 Appendix 1 is the regular 'traffic lights' report on the progress against this year's list of priority actions. At this stage of the year a number of projects have been successfully completed and the remainder are on track.

**2 Strategic Priorities for 2015/16**

2.1 The Authority is consulting on the priorities for next year and the Committee is invited to comment on the emerging ideas. Five key areas of work are already envisaged which, if pursued, would take up much of the Authority's available capacity.

2.1.1 **Landscape Partnership.** Submitting an application to the Heritage Lottery Fund for £3M for the Landscape Partnership Scheme by 1 June and subsequent development phase objectives for the remainder of 2015/16 (if the application receives a successfully HLF decision in October 2015) will contribute significantly to the implementation of the Broads Plan. Further details are available at <http://www.broads-authority.gov.uk/looking-after/projects/water,-mills-and-marshes>

2.1.2 **Hickling Broad and the Lake Review.** The Authority is looking to develop a long term approach to the management of Hickling Broad, building on the evidence from the Lake Review which is due to be published in March. In the short term a number of smaller projects are in development to meet the immediate concerns that have been raised.

2.1.3 **Long-term Strategy for Navigation.** One suggestion is that the output from the recent Stakeholder Surveys is used as a critical input for the development of a long term strategy for the management of the navigation.

2.1.4 **Branding and Revised Sustainable Tourism Strategy.** The Tourism Strategy needs updating in partnership with local businesses and alongside the outcome of the Authority's decision on national park branding in March.

2.1.5 **Broads Plan.** Starting the review of the Broads management plan.

Background papers: None

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Broads Plan Objectives: All

Appendix: 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 &amp; partners by January 2015<br/>Submit revised plan to Defra by March 2015</p> | <p>BA members Annual Site visit (24 July) focused on climate change</p> <p>New structure for consultation document agreed by Panel.<br/>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<br><br>Senior Ecologist | <p>Develop a proposal and seek funding for the restoration of Hickling and its catchment.</p> <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> <p>Report on Strategy whole work programme for 2014/15 in July 2014</p> | <p>Officers have started work on developing a large scale project for Hickling involving erosion protection, island creation and channel dredging. Talks with landowners, which will be critical are in the early stages. In the shorter term looking to bring forward small scale dredging projects at the northern end of the Broad. Lake Review planned for reporting in March.</p> <p>Update on work programme provided on 11 July 2014.</p> | <br><br> |




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| 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 will be further developed after the Environment Agency has issued its decision on Catfield Fen   |    |
| 2.3 | Develop landscape-scale initiatives (Broads Plan Objective BD5)                          | Senior Ecologist | <p>Implement Broadland Catchment Plan</p> <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> | <p>Funding confirmed for Catchment Partnership Officer till end of March 2015.</p> <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> | <p style="text-align: center;"></p> <p style="text-align: center;"></p> <p style="text-align: right;"></p> |

### 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 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. Report to BA in January 2015.</p> <p>Produce report and action plan</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> <p>Consultation in progress, with responses to be considered in January.</p> <p>Delivery of report and</p> | <p></p> <p></p> <p></p> <p></p> |

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|     |   |   | on the positive steps that can be taken to raise the profile of the Broads through clear area signage and promotion outside of by December 2014  | action plan postponed until March 2015 in order to incorporate any branding development decisions  |  |
| 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.<br><br>Boat owners' survey complete and reported to the BA by autumn 2014.<br>Hire yards and hirers surveys in summer 2014. | Fieldwork for all four surveys (private boat owners, hire yards, visitors and residents) complete. Online private boat owner survey also complete. Analysis of data now being undertaken by consultants. Report to Navigation Committee in February. |   |
|     |   | Head of Communications                  | Organise 4 <sup>th</sup> 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.          | ENPOG to consider appetite and options for joint benchmarking work across National Park Family at their meeting in December.  |    |
|     |   | 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>Income from Airwick partnership re-invested in initiative with national parks to develop major corporate sponsorship opportunities. Company limited by guarantee being established to take the national initiative forward.</p> <p>Broads Authority Advertising and Sponsorship Policy has been adopted.</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. | Work ongoing to identify potential project funding including potential for HLF bids and future EU project bids. Meeting with two members in January, report to BA in March.   |  |