

Strategic Direction
Report by Chief Executive

Summary: This report sets out progress in implementing the Authority's Strategic Priorities for 2015/16, and the draft detailed milestones for the agreed Strategic Priorities for 2016/17.

Recommendations:

- (i) That the updates for 2015/16 be noted (Appendix 1(a)).
- (ii) That the Authority adopts the draft detailed milestones for the Strategic Priorities for 2016/17 as detailed in Appendix 1(b).

1 Progress on Strategic Priorities 2015/16

- 1.1 Each year, the Broads Authority identifies a small set of strategic priorities. These priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. The strategic priorities help target resources and make the most of partnership working and external funding opportunities.
- 1.2 An update on the Strategic Priorities for 2015/16 is outlined in Appendix 1(a). Good progress is being made on all projects, apart from the National Park Branding which is awaiting the outcome of the Judicial Review hearing held in February. The outcome is expected in April.

2 Draft Strategic Priorities 2016/17

- 2.1 At its meeting in November 2015, the Authority resolved "that the same five Strategic Priorities of 2015/16 be retained for 2016/17, together with two additional areas of focus, namely climate change and sea level rise, and the Comprehensive Spending Review". Given the positive outcome from the Spending Review, it is no longer necessary to include this as a priority. The detailed draft milestones for the remaining strategic priorities for 2016/17 are set out in Appendix 1(b) for Members' consideration. Alongside these priorities and as resources allow, the Authority will continue to work with partners and local communities to deliver Broads Plan actions and routine works. All Broads Plan updates are posted online at: www.broads-plan.co.uk.

Background papers: None
Author: Maria Conti
Date of report: 7 March 2016
Broads Plan Objectives: Multiple
Appendices: APPENDIX 1 – Strategic Priorities 2015/16 and 2016/17

Strategic Priorities 2015/16**1. Broads Plan Review**

Review and update the Broads Plan, the strategic management plan for the Broads. Work with partners, local communities and other stakeholders to assess achievements (Broads Plan 2011) and set aspirational strategy for 2017-22. The proposal to develop a long-term navigation strategy will be assessed as part of this review.

2. Broads Landscape Partnership Bid

Submit an application to the Heritage Lottery Fund for £3m for a Landscape Partnership Scheme. If the application receives a successful HLF decision, subsequent development phase objectives will be developed. The proposed multiple projects within the bid would contribute significantly to the delivery of the Broads Plan.

3. Hickling Broad Lake Enhancement Project

Develop a long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review. In the short term, progress development of a number of smaller projects to meet immediate concerns.

4. Promoting the Broads





- Produce Broads National Park branding guidelines
- Review and update the Broads Sustainable Tourism Strategy and Action Plan in partnership with local businesses


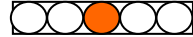






5. Stakeholder Action Plan


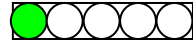
Implement multiple actions in response to the issues identified in the 2014 stakeholder surveys of hire boat operators, private boat owners, residents and visitors.





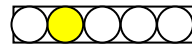


Updates on all Broads Plan objectives are posted on the e-Plan website at: www.broads-plan.co.uk

Strategic Priorities 2015/16 Progress Report – update March 2016

	Priority	Lead	Key milestones	Progress to date	Status
1	Broads Plan Review	Maria Conti	<ul style="list-style-type: none"> ▪ Scoping Mar - Nov 2015 ▪ Consult on first draft plan by end Feb 2016 ▪ Consult on revised draft by end Jul 2016 ▪ Adopt plan Mar 2017 ▪ Implement plan Apr 2017 	<ul style="list-style-type: none"> ▪ Scoping completed. ▪ First draft Plan published for consultation 15 Feb to 8 Apr 2016. 	<p style="text-align: center;">★</p> 
2	Broads Landscape Partnership Scheme: Water, Mills and Marshes	Will Burchnall	<ul style="list-style-type: none"> ▪ Submit first application to HLF by 1 Jun 2015 ▪ Implement development phase Nov 2015 to May 2017. Implement delivery phase Jan 2018 to December 2022. 	<ul style="list-style-type: none"> ▪ Application successful. ▪ Scheme Programme Manager and Programme Administrator appointed. First external reports commissioned. LPS Board reconvened and taking active role in developing Scheme. First draft Landscape Conservation Action Plan in preparation. 	<p style="text-align: center;">★</p> 
3	Hickling Broad Enhancement Project	Trudi Wakelin	<ul style="list-style-type: none"> (a) Collate baseline data including Broads Lake Review outputs by Apr 2015 (b) Hold Lake Review stakeholder workshop Apr 2015 (c) Develop partnership approach with stakeholders and agree refreshed vision for Hickling by Sept 2015 (d) Seek planning permission and in principle agreement from regulators to deliver vision (e) Develop external funding options Jan2016 	<ul style="list-style-type: none"> (a), (b) and (c) completed (d) Planning application for Phase 2 in development following support from Navigation Committee (Feb 2016). Aiming for April submission. (e) First Expression of Interest for European funding submitted and rejected; invited to reapply Mar 2016. 	<p style="text-align: center;">★</p>  

	Priority	Lead	Key milestones	Progress to date	Status
			(f) Undertake supporting research and pilots to inform feasibility by Mar 2016	(f) Trial of Nicospan installed at Hill Common - monitoring ongoing.	
4	Promoting the Broads	Lorna Marsh	(a) Produce Broads National Park branding guidelines for tourism industry by Summer 2015 (b) Review Sustainable Tourism Strategy and Action Plan: <ul style="list-style-type: none"> · Scoping Mar - Nov 2015 · Consult on first draft plan Feb 2016 · Consult on revised draft Jul 2016 · Adopt plan Mar 2017; implement Apr 2017 	(a) Awaiting legal guidance for dissemination in light of judicial review in Feb 2016 (b) First draft Tourism Strategy published for consultation 15 Feb to 7 Mar 2016.	 
5	Stakeholder Action Plan (extract for reporting)	Andrea Long	(a) Workshop with hire boat operators to understand their concerns (b) Explanation of tolls structure in Broadsheet; website content for tolls information (c) Circulate Bulletin to parish clerks (d) Develop residents' newsletter (e) New Broads Parish Forum format	(a) Workshop held. (b) Website content updated (c) Bulletin being replaced by regular email updates from CEO to parish clerks (d) Potential for newsletter being considered (e) Next forum (Apr/May 2016) to focus on Landscape Partnership Scheme (Waveney/Yare).	    

Priority	Lead	Key milestones	Progress to date	Status
		(f) Promotion of Broads Experiences	Promotion at Telegraph Travel Show in Jan 2016 and Telegraph Outdoor Adventure Show in Feb 2016 Hosted 25 Chinese travel trade buyers in Mar 2016	
		(g) Promotion of Proximity Campaign, including Greeters' Initiative	Contributed to display at Vakantiebeurs travel trade exhibition at Utrecht, with Dutch language leaflet promoting the Broads to our continental neighbours.	

Key	Progress		
	Project completed		Unlikely project will be delivered on time, significant worries
	Project on track, no causes for concern		Project will not be delivered on time, major concerns
	Good progress, some challenges in delivery		Direction of progress since last meeting
	Project timetable slipping, plan in place to address concerns		

APPENDIX 1(b)

Broads Authority strategic priorities 2016/17				
	Project	Summary	Milestones	Contact officer
1	Broads Plan review	Work with partners and stakeholders to review and update the management plan for the Broads, setting aspirational and guidance level strategy for 2017-22.	<ul style="list-style-type: none"> • Consult on revised draft Broads Plan 2017 by end Jul 2016 (min. 8 weeks consultation) • Adopt final plan March 2017 for implementation from Apr 2017 	Maria Conti
2	Broads Landscape Partnership Scheme: Water, Mills and Marshes	Implement development stage of Broads Landscape Partnership Scheme (LPS), including production of Landscape Conservation Action Plan (LCAP), and prepare second stage application to Heritage Lottery Fund.	<ul style="list-style-type: none"> • Hold Parish Forum 'drop in' event in Apr/May 2016 in LPS area • Hold partner and stakeholder LPS event by end Jul 2016 • Submit draft LCAP to LPS Board by end Nov 2016 • Carry out LCAP stakeholder consultation in Dec 2016/ Jan 2017 • Submit Final Draft LCAP to LPS Board in Mar 2017 • Submit LCAP and 2nd stage HLF application by May 2017 	Will Burchnall
3	Hickling Broad Lake Restoration Project	Develop long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review.	<ul style="list-style-type: none"> • Submit planning application for Stage 2 in Apr 2016 • Start Phase 2 construction in Nov 2016 • Develop full funding application for MultiPLE project by Jan 2017 	Trudi Wakelin
4	Promoting the Broads	Produce and implement Broads National Park branding guidelines	Review outcome of Judicial Review in Apr 2016	Lorna Marsh

5	Stakeholder Action Plan	Implement multiple actions for partner and community engagement in response to issues identified in 2014 stakeholder surveys.	<ul style="list-style-type: none"> • Send regular updates from Chief Executive to Parish Clerks and other stakeholder groups • Hold minimum 2 issue/project focused area parish forums in 2016/17: <ul style="list-style-type: none"> ○ Waveney/Yare in Apr/May 2016 - Landscape Partnership Scheme ○ Ant/Bure or Thurne/Bure in Sept/Oct 2016 – Hickling MultiPLE Project (see 3 above) or flood risk management strategy • Provide updates on activities to promote area to Broads Tourism and to BA as part of biannual Broads Plan/ BA strategic priorities reporting. 	Lorna Marsh Maria Conti Lorna Marsh
6	Integrated flood risk management and 'climate-smart' communities	<p>Support EA review of short-term flood risk management strategy towards developing a longer-term integrated strategy for the coast and Broads.</p> <p>Develop approaches to climate adaptation planning and action within protected landscapes for local communities and visitors</p>	<ul style="list-style-type: none"> • Report on outcome of EA review to Broads Forum and BA – by Autumn 2016 • Identify next steps to engage public on flood risk management and saline incursion issues - by Dec 2016 • Report on engagement and adaptation planning process to Broads Forum and BA – Autumn 2016 and Spring 2017 • Establish core group and prepare external funding bid for climate interpretation in protected landscapes – submit bid by end 2016 	Simon Hooton