



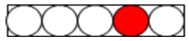




Strategic Direction
Report by Chief Executive

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 Eight 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 by the Authority at this meeting. This should still allow a more detailed document to be sent to Defra in the Spring.
 - Objective 2.1: Develop a proposal and seek funding for the restoration of Hickling and its catchment by January 2015. Due to the decision on toll income increase for 2015, this has been slightly overtaken by events but the Authority is looking at developing a scheme with existing available funds. A report on the Lake Review will be brought to the Authority in May 2015 following a Member workshop in April 2015.
 - Objective 2.2: Hold research seminar on fen hydrology in Autumn 2014 and work with partners to agree a research programme by end of 2014. This programme of work has been delayed but seminar proposals are being developed.

- d. Objective 3.1: 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. The delivery of a report and action plan has been postponed until March 2015 in order to incorporate any branding development decisions.
 - e. Objective 3.3: 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. This activity has been delayed but work is in progress.
- 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.

2 Strategic Priorities for 2015/16

- 2.1 During its meeting on 21 November 2014 members were briefed on the following five key areas of work which were identified as the emerging strategic priority objectives for 2015/16:
- a. The Landscape Partnership Bid to the HLF;
 - b. The Lake Review including potential Hickling project(s);
 - c. The outcomes from the Stakeholder Surveys including a Strategy for Navigation;
 - d. The Outcome of the Branding Consultation and the need to review the Tourism Strategy; and
 - e. The consideration of the Broads Plan review.
- 2.2 A summary of these objectives have been forwarded to the Parish and Town Councils for comment and further consultations of the Broads Forum and Navigation Committee will be undertaken on these, prior to projects and related milestones for these objectives being brought to the Broads Authority for consideration on 20 March 2015.

Background papers: Nil

Author: John Organ
Date of report: 12 January 2015


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.

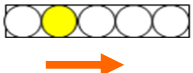


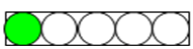
Ser	Objective	Lead Officer	Projects and Key Milestones	Action to Date	Status
1.1	Furthering community involvement to understand vulnerabilities and inform adaptation planning (Broads Plan Objective CC2)	Head of Strategy & Projects	<p>Continue to take opportunities to discuss with differing interests 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</p> <p>Submit revised plan to Defra by March 2015</p>	Draft Adaption Plan on this agenda.	

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.




[illegible]

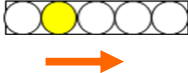
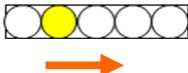


2.2	Continue the improvement of water quality and water resource (Broads Plan Objective BD3)	Senior Ecologist	Hold research seminar on fen hydrology in autumn 2014 and work with partners to agree a research programme by end of 2014.	Seminar proposals being developed	
2.3	Develop landscape-scale initiatives (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 end of 2014/15 by May 2014 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>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>	  

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	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 th anniversary. Report to the Broads Authority in May for delivery during 2014.	Completed	
			Assist Broads Tourism to relaunch 'Enjoy the Broads' brand to businesses in June 2014	Completed	
			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.	Consultation completed. Report on this agenda.	

			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	Delivery of report and 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. Boat owners' survey complete and reported to the BA by autumn 2014. Hire yards and hirers surveys in summer 2014.	Completed. Final report delivered. Presentation on this agenda.	
		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	Head of Finance	Investigate the opportunities to benchmark costs of the	Discussions have been held with NPAs over	

	for income generation and further efficiencies		Authority's services with national parks, local government and other relevant organisations.	options for joint benchmarking work across the National Park family but resources have not yet been identified in other NPAs to help take this forward	
		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	National Parks UK Commercial Sponsorship Proposal on this agenda.	
		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.	