

Stakeholder Action Plan
Report by Director of Planning and Resources

Summary:	The report outlines a draft Action Plan for 2015/16 as a response to the key findings of the recent suite of stakeholder surveys undertaken on behalf of the Broads Authority by Insight Track.
Recommendation	Members are asked to consider the Draft Action Plan.

1 Background

- 1.1 Members will recall that in July 2014 Insight Track, a local market research company, was appointed to carry out surveys of the Authority's main stakeholder audiences. The aim of the exercise was to provide the Authority with, for the first time, a fact base about the views and opinions of private boaters (PBOs), hire boat operators (HBOs), residents and visitors in order to inform future decision making in a number of areas including the setting of strategic priorities and the Authority's future tolls strategy. The Authority received a presentation from Insight Track on the findings of the surveys at its last meeting. In addition the Broads Forum, Authority staff and the Navigation Committee have also received presentations on the findings and been asked for their thoughts on how the Authority should respond.

2 Key Findings

- 2.1 The survey findings have provided some very positive messages in respect of customer perceptions about the Authority's performance and satisfaction with the quality and availability of the facilities and services provided.
- 2.2 Generally there is a good level of satisfaction with the Authority's performance with 63% of PBOs, 65% of residents and 79% of visitors saying that they are quite or very satisfied with the organisation's overall performance. Approximately half of residents also feel that there is nothing the Authority could do to enhance their experience of living on the Broads. Very significantly 80% of visitors say that they are quite or very likely to re-visit the Broads which is positive for the local tourism industry.
- 2.3 Perceptions of the Broads Authority are broadly positive amongst PBOs, residents and visitors and 66% of residents understand that the Authority is the organisation mainly responsible for the management of the Broads.

- 2.4 Perceptions of the Authority are less positive with the HBOs and there is a need to more fully understand their views in order to respond to this feedback in a constructive manner.
- 2.5 There were varying levels of awareness across audiences that the Broads has a status equivalent to that of a National Park, the lowest being among visitors at 59%. 80% of visitors also felt that more should be done to promote National Park status, a similar level to residents, while the figure was around 50% for PBOs and HBOs.
- 2.6 In respect of private boat ownership there is good evidence that boat numbers will be stable in the next five years with an extremely positive indication that younger boaters (18-34) are likely to increase their boat ownership. Around half of private boat owners also feel that current tolls give quite or very good value for money with the toll representing approximately 9% of the costs of annual boat ownership for private owners.
- 2.7 The survey results also give strong indicators for the setting of future priorities. Dredging is considered to be a high priority across all audiences as is wildlife conservation and educating the next generation about the Broads. Boaters specifically prioritise dredging and the maintenance and provision of moorings with around 50% of PBOs and HBOs indicating that they would like to see more toll income spent in these areas.
- 2.8 Significantly, the survey results also show that walking and bird-watching are very popular activities in the Broads. Improving access facilities, footpaths and car parks are mentioned as other priorities for the Authority to focus on. There is a challenge to be faced in delivering improvements in these areas in the face of reductions in funding across the public sector.
- 2.9 The survey highlights a number of positive outcomes for the Authority although perceptions of the Authority from within the hire boat industry are significantly less positive than in the other audience groups. HBOs particularly feel unsupported and that the toll represents poor value for money. The Chief Executive has met with the Chairman and Secretary of the Broads Hire Boat Federation to discuss the results and identify actions to be taken. These include continuing the regular meetings between officers of the Association and the Chairman and Chief Executive of the Authority, and meetings with all the operators to understand and seek to resolve their current concerns. A meeting with the industry to discuss the results is being arranged.
- 2.10 Residents and visitors are not clear on the Authority's purposes and there is some indication that there could be better communication generally with local residents. Residents also feel that the prevention of flooding is an area that the Authority should concentrate on. Support for National Park branding is less appealing to PBOs and HBOs than to visitors and residents.

3 Next Steps – Action Plan

- 3.1 In responding to the surveys there are a number of matters for the Authority to consider. It is important to strike the right balance, recognising and continuing to work on the positives as well as addressing the negatives. We also need a proportionate and staged approach with a clear focus on what can be realistically achieved within available resources. Having said that, some issues can be addressed quite readily with improved and more tailored communications. A subtle change in emphasis by the Authority in the methods, content and tone of its communications (whether formal or informal) is likely to be effective. Achieving a better balance between the information that the Authority gives out and that which it receives, and how it encourages or responds to such public feedback, is critical to success.
- 3.2 With this in mind, a preliminary high level action plan for 2015/16 has been produced, which members are invited to comment upon. The action plan does not seek to address each and every comment or issue highlighted in the survey but instead focuses on key actions that address the most prominent results. Insight Track, in its final report, produced an analysis which has helped provide an independent viewpoint and the proposed action plan has concentrated on the opportunities and considerations that it has identified.
- 3.3 Members indicated at their January meeting that there may be benefit in repeating a similar stakeholder survey exercise in future, as resources allow. It is suggested that such an exercise should be timed with the cyclical review of the Broads Plan.
- 3.4 Members' views on the Stakeholder Action Plan are requested.

Background papers: None

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Broads Plan Objectives: PE1

Appendices: APPENDIX 1 – Stakeholder Action Plan (Draft)

Stakeholder Action Plan (Draft)

Stakeholder Group	Insight Track Analysis of Key Challenges and Opportunities	Action	Timescale	Lead Officer
Hire Boat Operators (HBOS)	<ul style="list-style-type: none"> • Opportunities to improve relationships and manage perceptions • Make them feel supported • Consult regarding agenda setting/focus • Engage to understand drivers of perceptions (positive and negative) • Improve perceptions of financial management 	<p>Hold workshops/meetings with Hire Boat Operators invited to attend</p> <ul style="list-style-type: none"> • Independently facilitated • Possible neutral venue • Exploration and identification of issues • Attempt to resolve and identify a way forward <p>NB: Future Actions may emerge from the workshop(s) that may need to be added to this action plan</p>	<p>PRIORITY ACTION: (following BA agreement in March of this Action Plan)</p> <p>Meeting Date - April/May 2015 for Initial Meeting</p> <p>Future Actions to be identified to take place throughout 2015-16</p>	Director of Planning and Resources
Private Boat Owners (PBOs)	<ul style="list-style-type: none"> • Private Boat Owners are likely to welcome improved and/or additional mooring • Private Boat Owners aged 18-34 present a potential area of growth in terms of the 	<p>Improved Feedback Communication and Engagement; Clear communication/ explanation of Tolls structure and how money is spent:</p> <ul style="list-style-type: none"> • Systematic and better use 	Throughout 2015/16	Head of Communications

	<p>number and size of boats they are likely to own in future</p>	<p>of all communication existing methods e.g Broadsheet, Annual Meeting, parish forums to focus on issues and facilities that the BA provides/is developing</p> <ul style="list-style-type: none"> • Better use of Chief Executive's Report to Navigation Committee to report on progress of projects, new facilities including regular updates • Refresh website content for tolls information and user-friendly explanation of limitations on mooring improvements <p>Emphasis on promoting entry level boating for families, children, young people:</p> <ul style="list-style-type: none"> • "Try it days" e.g Outdoors Festival • Engagement with Broads Tourism to encourage offers to young people, families or free/cheap taster sessions • Use of promotion and sponsorship opportunities 	<p>March-Oct 2015 September 2015</p>	
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		<p>e.g early season and end of season promotions and mini campaigns</p> <ul style="list-style-type: none"> • Target “Freshers Weeks” at UEA, City College, Lowestoft and Great Yarmouth Colleges (Also applicable to residents and visitors) 		
Residents	<ul style="list-style-type: none"> • Communicate more effectively and frequently with residents • Communicate flood management schemes, activity and responsibilities • Improve awareness of the Broads Authority amongst 18-24s • Work /communicate with Norfolk Trails regarding maintenance of footpaths • Consider offering ‘discounts’ to Residents (e.g. tolls, parking ...) 	<p>Review of “Bulletin” and extend its circulation to Parish Clerks</p> <p>Residents Newsletter (Electronic) – focussing on who the BA are, what the role is, achievements during the year and with a forward look to upcoming projects</p> <p>Roll out new Parish Forum format - engage Parishes in agenda setting and identification of issues Use of promotion and sponsorship opportunities with Broads Tourism e.g early season and end of season promotions and mini campaigns aimed at encouraging local residents to</p>	<p>Quarterly Throughout 2015-16</p> <p>Once during 2015 – to tie in with Annual Meeting/Report</p> <p>4 Area based forums throughout 2015-16</p> <p>March-Oct 2015 Throughout 2015-16</p>	<p>Director of Planning and Resources with Head of Communications</p> <p>Via Broads Local Access Forum Head of Strategy and Projects</p>

		<p>get onto the water or on a bike</p> <p>Further work with Norfolk Trails</p> <p>Use of Broads⁰Community to communicate flood management and climate change information and advice</p>		
Visitors	<ul style="list-style-type: none"> • Leverage the opening of the 'new A11' to improve perceptions of accessibility • Opportunity to promote the Broads area as an all-year-round offering (considering high interest in bird-watching and walking, and not all visitors are hiring a boat) 	<p>Production of revised Sustainable Tourism Strategy (produced with Broads Tourism)</p> <ul style="list-style-type: none"> • Promotion of Broads Experiences, Itineraries • "Greeters" initiative • Promotion of Proximity Campaign e.g only 2 hours from London (by road); rail promotion; <p>Use of Landscape Partnership to promote information and access within the Partnership Area (Southern Broads)</p>	<p>Throughout 2015-16</p> <p>Development Phase – 2015-17</p> <p>Implementation 2017-22</p>	<p>Head of Communications with Tourism Promotion Officer</p> <p>Landscape Partnership</p>