

Strategic Direction
Report by Chief Executive

Summary: This report sets out progress in implementing the Authority's Strategic Priorities for 2017/18.

Recommendation: That the updates are noted (Appendix 1).

1 Strategic reporting

- 1.1 The Broads Authority uses two cyclical reporting processes on the strategic objectives for the Broads and annual priorities for the Authority.
- 1.2 **Broads Plan:** The Broads Plan is the partnership management plan for the Broads. It contains a long-term vision for the area and shorter-term guiding objectives for the Broads Authority and its partners working in the Broads. The current Plan was adopted in March 2017 and covers the period 2017-22.
- 1.3 Updates on implementing the Broads Plan and linked strategies are reported to the Authority in March and November each year and published on the Authority's website at www.broads-authority.gov.uk. We also report changes and new actions as we go through the Plan period.
- 1.4 **Broads Authority priorities:** Each year the Authority identifies a small set of its own strategic priorities, guided by the Broads Plan. The priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. Setting these priorities helps us target our resources and make the most of partnership working and external funding opportunities. Although priorities are set each year, the scale of many projects means they are likely to continue for a number of years.
- 1.5 Strategic priorities for 2017/18 were agreed at the Authority's meeting in January. Following the meeting in March, they also include the Peer Review of Governance Arrangements. A progress report is in Appendix 1.

2 Sustainable Tourism strategy

- 2.1 At the Broads Authority meeting on 13 May 2016, Members considered key actions for year 1 of the Sustainable Tourism Strategy. Minute 6/14 stated that:

The Authority will be working closely with Broads Tourism in the delivery of these actions. The Authority is identified as the sole lead partner for priorities 1 and 2 and will need to consider the funding, timescale and staff resource necessary to deliver these effectively.

Priority 3 is led jointly by Broads Tourism and the Authority and close working with organisations such as the RSPB and the Wildlife Trusts will be necessary to deliver this action. It is proposed to bring a further update on the implementation of the three priorities to a future meeting.

2.2 Progress on these three priority actions is shown below.

Priority action	Progress to date	Lead
Priority 1: Develop and maintain a high quality up-to-date destination website	New Visit the Broads website in place from April 2017 at http://www.visitthebroads.co.uk/ . Further work being scoped to improve listings structure, search content and site navigation. Initial site performance statistics given to Broads Tourism to assist further improvement planning.	BA
Priority 2: Develop and maintain a strong digital/social media presence and PR activity	Daily social media updates and ongoing conversations on BA and Visit the Broads accounts; increase in Twitter followers (now up to 6,000). Urgent Boating News and Yacht Station Updates now posted on Broads Authority account. Further development work required to allow controlled postings from Rangers and other staff. Policies and training on protocols to be provided.	BA
Priority 3: Develop and package high profile wildlife experiences	Actions in work programme for 2017/18. Initial meetings set up for BA Communications team, RSPB and Norfolk Wildlife Trust.	BA and Broads Tourism



2.3 The Authority's Communications Team has recently been reorganized, with two new posts created and filled: Digital Officer (Tom Waterfall) and Media Officer (Demelza Craven). Rob Leigh is Head of Communications, replacing Lorna Marsh.

Background papers: None




Authors: John Packman, Maria Conti, Andrea Long
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Broads Plan Objectives: Multiple


Appendices: APPENDIX 1: Strategic Priorities 2017/18

Broads Authority strategic priorities 2017/18					
	Project	Aim and milestones		Status	Contact
1	Integrated flood risk management	<p><u>Aim: Profile raised on urgency to develop an integrated approach to flood risk management (Broads and coast).</u></p> <ul style="list-style-type: none"> Engage with stakeholders to help define the next stages of the initiative - by end 2017 Create framework for gathering relevant information on key potential actions - by end March 2018 	<p>Broads Climate Partnership, acting as client steering group, met in June to scope the Broadland Futures Initiative, outlining likely outcomes, governance choices and core stakeholders. Task and finish groups will develop this and prepare a framework and engagement plan to share with stakeholders. The Environment Agency is looking into resources to support this work.</p> <p>Preliminary briefings held with some local councils and MPs and more will be followed up in the autumn.</p> <p>Trials of story-telling and other 'soft' public engagement methods around flood risk issues are being developed.</p>		Simon Hooton
2	Catchment management	<p><u>Aim: Facilitated working with farmers and others on catchment management and on the future of agri-environment schemes post-Brexit.</u></p> <ul style="list-style-type: none"> Implement small scale local interventions to reduce soil and nutrient loss from fields Meet with farmers to gauge interest in tailored Broads solution for agri-environment payments post-Brexit - Feb 2017 and as necessary 	<p>BA Members and officers met with new Environment Secretary Michael Gove at the Norfolk Show on 28 June. Local farmer and BA Member Louis Baugh highlighted the importance of agri-environment payments to local grassland farmers in maintaining and enhancing the landscape and biodiversity of the Broads. The case was made for a bespoke, better rewarded and simpler system.</p> <p>A farmers' workshop was held at Marsham on 20 April to discuss techniques to reduce water usage and run-off in potatoes. As part of the Tesco Water Sensitive Farming project 2017,</p>		Neil Punchard


Broads Authority strategic priorities 2017/18


	Project	Aim and milestones		Status	Contact
			six farmers have taken up free trials of the 'Wonder Wheel', which disrupts wheelings to prevent water, soil and nutrients run off.		
3	Broads Landscape Partnership Scheme (LPS)	<p><u>Aim: Successful LPS project delivery.</u></p> <ul style="list-style-type: none"> • Submit Landscape Conservation Action Plan and second stage HLF application by May 2017. Decision expected Nov 2017. • Start project delivery – from 1 Jan 2018 	The second round application was submitted on 19 May 2017. The HLF decision is due by early November.		Will Burchnall
4	Hickling Broad Enhancement Project	<p><u>Aim: Hickling Vision implemented.</u></p> <ul style="list-style-type: none"> • Construction work: Next phase priority dredging from navigation channel and land spreading to adjacent land • Win additional resources for delivery – in particular, CANAPE bid (decision expected Jun 2017) • If bid successful, start CANAPE implementation – Jan 2018 	<p>Churchill's Bay and Studio Bay infill areas are completed.</p> <p>The CANAPE bid was successful.</p> <p>The process and procedures for acting as Lead Partner in a European Bid is being understood. A project team is being assembled to take this four-year project through to completion.</p>		Dan Hoare
5	External funding	<p><u>Aim: Medium-term strategy in place for external funding and commercial opportunities to support Broads Plan implementation.</u></p> <ul style="list-style-type: none"> • Draft external funding strategy to BA – Nov 2017 	<p>Internal scoping of external funding strategy is underway and an outline framework will be submitted to Management Team. This will be used as the basis for discussion with lead members by Autumn 2017 and submission of a draft strategy to the Authority in Nov 2017.</p> <p>Support for local small charitable trusts led to two training sessions with them and closer working with Broads Charitable Trust. Ideas on further support to be scoped as part of strategy.</p>		Simon Hooton

Broads Authority strategic priorities 2017/18

	Project	Aim and milestones		Status	Contact
6	<p>Marketing, promotion and media relations</p>	<p><u>Aim: Raised profile, awareness and reputation of Broads National Park and Broads Authority including through:</u></p> <ul style="list-style-type: none"> • Proactive media around BA successes • Proactive digital communications • Presence at Norfolk Show • Signage strategy 	<p>Proactive press releases on a range of activities are being complimented by website and social media posts, and relationships are being forged with local journalists. The recent recruitment of the Communications Officer (Media and PR) will enable further progress in this area.</p> <p>Following the Spring launch of the 'Visit the Broads' website we have identified further content and navigation improvements for the site, which are ongoing. Social media activity has increased, with a healthy growth in 'likes' and 'follows'.</p> <p>Protocols are in place to allow colleagues to contribute to corporate accounts in a controlled way. A new set of social media policy guidelines have been written (pending approval at Broads Authority).</p> <p>Presence at the Norfolk Show Broads Village was increased this year with 21 partner stands and a larger range of BA activities. Environment Secretary Michael Gove visited the stand on the first day of the show. Follow-up meetings are being planned to consider further improvements for next year.</p> <p>Scoping of potential options for a Broads National Park signage strategy is underway, with specific site audits planned/taking place.</p>		Rob Leigh

Broads Authority strategic priorities 2017/18

	Project	Aim and milestones		Status	Contact
7	Peer Review of Governance Arrangements	<p><u>Aim: Review of existing governance arrangements undertaken and potential for improvements identified/taken forward.</u></p> <ul style="list-style-type: none"> Establish Reference Group of Members to review governance arrangements and support peer review process - by end May 2017 Agree date and composition of Peer Review Team with LGA - by end May 2017 Prepare background documents - by end Jul 2017 Reference Group to report back to the Broads Authority - Sept 2017 Peer Review visit - Oct 2017 	<p>A scoping meeting was held with Local Government Association (LGA) Peer Review team managers. They have drafted a timetable of activities for the review, to be held at the BA offices in Norwich on 10-12 Oct.</p> <p>The focus of the review will be:</p> <p>(i) The Broads Authority's current leadership, governance, policies and procedures</p> <p>(ii) The mechanisms for the Authority's engagement with the broader economic and social agenda across the two counties of Norfolk and Suffolk</p> <p>The Member Reference Group met three times in June and is making recommendations to the Authority including changes to the training of new members and a Person Specification for local authority appointees (see report on today's agenda).</p>		John Packman/ Maria Conti

Key	Progress
	Project on track, no causes for concern