

Annual Business Plan 2020/21



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Contents

| | |
|--|----|
| 1. Introduction | 3 |
| 1.1. Annual Business Plan | 3 |
| 1.2. Our functions | 3 |
| 1.3. Our funding | 3 |
| 1.4. Context for the year ahead | 3 |
| 1.5. Guiding plans | 5 |
| 2. Review of last year | 5 |
| 2.1. Our financial position | 5 |
| 2.2. Progress against work plans | 5 |
| 3. Financial Strategy 2020/21 – 2022/23 | 6 |
| 4. Directorate work plans 2020/21 | 7 |
| 4.1. Chief Executive’s Group | 9 |
| 4.2. Operations Directorate | 10 |
| 4.3. Strategic Services Directorate | 13 |
| Appendix 1 – Guiding strategies | 17 |
| Appendix 2 – Progress against Directorate work plans 2019/20 | 19 |

Cover photo: Berney Arms Mill by (and in memory of) Steve Wright, former Broads Authority Ranger

1. Introduction

1.1. Annual Business Plan

This Annual Business Plan outlines the Broads Authority's work plans for 2020/21 and its 3-year financial strategy for 2020/21 to 2022/23.

Our work plans are guided by the Broads Plan, the partnership strategy for the Broads, and we work in partnership with many organisations, interest groups and local communities to achieve the vision and objectives for the area. Figure 1 (page 8) shows the 'golden thread' from the Broads Plan to our work plans and other policies, plans and programmes.

1.2. Our functions

The Broads Authority has a duty to manage the Broads for the following three purposes:

- Conserving and enhancing the natural beauty, wildlife and cultural heritage of the Broads;
- Promoting opportunities for the understanding and enjoyment of the special qualities of the Broads by the public; and
- Protecting the interests of navigation.

No priority is set between these purposes. It is up to the Authority in any particular instance to decide on their relative priority, supporting its commitment to integrated management of the Broads.

In managing the area, the Authority must also have regard to:

- The national importance of the Broads as an area of natural beauty and one which affords opportunities for open air recreation;
- The desirability of protecting the natural resources of the Broads from damage; and
- The needs of agriculture and forestry and the economic and social interests of those who live and work in the Broads.

The Authority also has the duty to maintain the navigation area for the purposes of navigation to such standard as appears to it to be reasonably required; and to take such steps to improve and develop it as it thinks fit. It may carry out works and do other things in relation to any adjacent waters in or over which it has sufficient rights or interest for the improvement of navigation on those waters.

1.3. Our funding

The Authority's funding is through National Park Grant (NPG) provided by Defra, and navigation income funded by toll payers. Our financial strategy for 2019/20 to 2021/22 is in **Section 3**.

1.4. Context for the year ahead

This has been an exceptional year to date, and the rapidly changing conditions and an essential focus on the crisis caused by the COVID-19 outbreak have delayed the production of the Authority's Annual Business Plan. As of the time of writing (July 2020), we are gaining more assurance about this year's financial situation. Our private boat toll income is improving, hire

boat income is starting to come in, and Defra has undertaken to underwrite part of our income deficit.

In March, when the Government's C-19 restrictions were put in place and all boating on the Broads was suspended, the position was bleak for the country and for the Broads Authority, with one of our two major sources of income - tolls from private and hire boats - under severe threat. Defra forward funded 35% of the Authority's National Park Grant, and we resolved to maintain as many of our services, projects and essential maintenance as possible.

Our staff adapted quickly to the situation, finding new ways of working while maintaining social distancing, and working from home where possible. Our IT systems have worked well and we have got used to regular video-conferencing to carry out the Authority's business. Our major projects including CANAPE; Water, Mills and Marshes; Broadland Futures Initiative; and Tests and Trials for a new Environmental Land Management System and carbon reduction, have continued to progress, with funders and partners being understanding of changed timetables and working practices.

Continuing our practical maintenance of the waterways including dredging, moorings repairs, patrolling and weed cutting, proved to be the right decision. When C-19 restrictions were eased in May, private boating was able to resume immediately. This was appreciated by our toll payers, who have supported us throughout the crisis. However, the prospects for the rest of the Broads tourism season remain uncertain, with the potential threat of further C-19 spikes.

We have worked closely with Defra officials, British Marine, the Broads Hire Boat Federation and our own members in arguing for the early release of guidance for businesses and Broads users as restrictions were eased, and for special consideration of our local circumstances. In part we have been successful, but we still have concerns about the future of the hire boat industry and its ability to survive through the winter.

What we do know is that we will not return to the position as it was before March, and we need to take our collective learning and experience into next year. For the rest of the financial year 2020/21, our priorities are as follows.

- The Authority's finances and supporting the hire boat industry: In September, officers will present reports to the Navigation Committee and the Broads Authority with data on the income received by the hire boat industry and the prospects for the rest of the year. This will inform a decision by members on whether the Authority should make any reduction in the final two toll installments.
- Delivering our strategic priorities: We are continuing to implement four major programmes of work (as highlighted above). These projects are crucial to the future of the Broads, and the next 6 months will see important milestones being met.
- Maintaining the environment of the Broads: We will explore and implement a Green Recovery Plan for the Broads as a precursor to starting the Broads Plan review in spring 2021.

1.5. Guiding plans

The **Landscapes Review** (2019) sets out 27 proposals to protect and improve England's protected landscapes. We await the Government's full response to the report, but have started to identify what we can do within our existing resources.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/833726/landscapes-review-final-report.pdf

The **25-year Environment Plan** (2018) aims to improve the environment within a generation by setting goals for clean air and water, wildlife, environmental hazards, sustainable resource use, engagement with the natural environment, climate change adaptation, minimising waste and managing exposure to chemicals.

www.gov.uk/government/publications/25-year-environment-plan

The **8-Point Plan for England's National Parks** (2016) sets out how Government intends to protect, promote and enhance National Parks in England until 2020. The eight areas of activity include connecting young people with nature, delivering new apprenticeships, and health and wellbeing.

www.gov.uk/government/publications/national-parks-8-point-plan-for-england-2016-to-2020

At a local level, the **Broads Plan** sets a long-term vision and shorter-term objectives and guides more detailed plans, programmes and policies for us and for partners working in the Broads.

www.broads-authority.gov.uk/broads-authority/how-we-work/strategy

Sitting under the Broads Plan are a number of **guiding strategies** (see Appendix 1).

2. Review of last year

2.1. Our financial position

While the end of 2019/20 saw a consolidated surplus of £196,652 (subject to audit confirmation), a number of projects were delayed due to the Covid-19 outbreak. This meant an increased number of carry forward requests relating to these underspends, totaling £111,981. These were approved by the Broads Authority on 22 May 2020, and added to the 2020/21 budget.

Both reserves remained ahead of minimum operating levels at the end of 2019/20. C-19 impacts are proving challenging for the level of toll income the Authority may receive in 2020/21, and we are seeking support for the hire boat industry and the Authority. While the budgeted financial position is sustainable, the fact that National Park income has not risen in line with salary costs presents a challenge for future years. For the coming year a slight deficit is anticipated, which will be funded by the reserves.

The year-end report to the Authority is available on the committee page of our website:

www.broads-authority.gov.uk/about-us/committees/broads-authority

2.2. Progress against work plans

A summary of progress against last year's Directorate work plans is in Appendix 2. We also report progress against all Broads Plan objectives in a 6-monthly report, available on our website at <https://www.broads-authority.gov.uk/about-us/how-we-work/strategy>

Each year we set a small number of strategic priorities, focused on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. These priorities help us target resources and make the most of partnership working and external funding opportunities. The summary tables in Appendix 2 highlight last's years priorities.

3. Financial Strategy 2020/21 – 2022/23

2020/21 sees a one-year grant settlement from DEFRA for National Park purposes. There is uncertainty about future years, in particular regarding amounts and the period covered. However, in 2019/20 we saw increases to income from Navigation Tolls, as a result of increasing private boat numbers.

Our guiding principles in setting our Finance Strategy to 2021/22 are:

- A provisional 2% pay increase for staff, subject to the National Joint Council (NJC) finalising the pay deal for 2020/21 onwards;
- The loss of ten boats in the hire fleet; (budget assumption, figure now likely to be higher)
- Interest on deposits remaining at a similar level to 2019/20; and
- The installation of pontoons at Peto's Marsh
- Maintaining 41,500m³ priority dredging target

Staff pay increases from 2020/21 are unknown, despite the latest offer being increased to 2.75%. The NJC continue to negotiate future year pay awards on behalf of Local Government employers. The 2% negotiated for 2018 and 2019 has been used for calculating those future years, but will need to be amended once a decision has been made.

While National Park income and expenditure is operating at a deficit over the next three years, reserves continue to be above the minimum. Areas of additional expenditure require prudent planning to ensure they continue to be affordable and are not overly reliant on National Park Grant.

The financial position for navigation income is more uncertain. The Financial Strategy takes account of current boat numbers, but these numbers may reduce as a result of the C-19 situation. A 1% reduction in boat numbers could result in a £34,000 reduction in income, and would require careful management to balance expenditure. The deficit for 2019/20 still enables the reserve to be above the 10% minimum.

Our Financial Strategy for 2020/21 – 2022/23 is available on our website at www.broads-authority.gov.uk/about-us/spending/budgets-and-financial-planning. The latest available budget for 2020/21 is at **Table 1**. This will be revised when the loss of Navigation income is clearer. Details of Directorate budgets are in the Directorate Work Plans in **Section 4**.

Table 1
Expenditure summary 2020/21

| Item by section | National Park £ | Navigation £ | Consolidated £ |
|--------------------|-----------------|--------------|----------------|
| Income | (3,434,578) | (3,525,600) | (6,960,178) |
| Operations | 1,432,692 | 2,586,560 | 4,019,252 |
| Strategic Services | 1,264,008 | 328,514 | 1,592,522 |
| Chief Executive | 765,384 | 665,019 | 1,430,403 |
| Corporate items | 104,100 | 79,400 | 183,500 |
| (Surplus)/Deficit | 131,606 | 133,893 | 265,499 |

4. Directorate work plans 2020/21

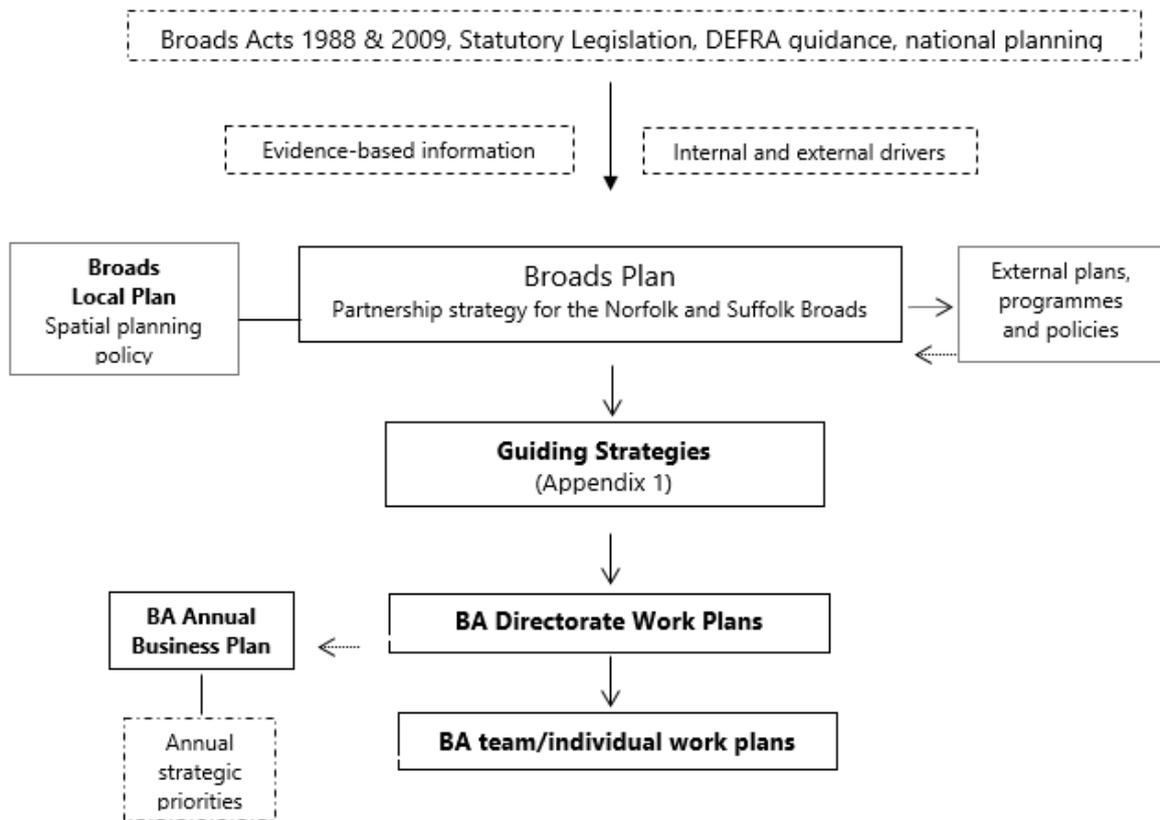
This section outlines the annual work plans for our three Directorates:

- Chief Executive’s Group
- Operations Directorate
- Strategic Services Directorate

Appendix 2 shows progress against last year’s work plans. **Fig.1** shows the link between the Broads Plan, which sets the high-level strategic direction for the Broads, and our Directorate work plans.

Our staffing structure chart is at www.broads-authority.gov.uk/about-us/who-we-are/staff.

Fig. 1
'Golden thread' strategic framework



4.1. Chief Executive's Group

The Chief Executive's Group includes the Chief Executive Officer, Monitoring Officer, Legal Services, Governance, Financial Services, Tolls, IT and Asset Management.

Table 2

Chief Executive's Group: Work plan 2020/21 (summary)

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|-----|---|--|
| CE1 | Strategic planning and governance | Publish 6-monthly Broad Plan progress reports; prepare Broads Plan review timetable. |
| | | Review and update Annual Business Plan and BA strategic priorities. |
| | | Produce Annual Governance Statement and Code of Corporate Governance; monitor and update Corporate and Directorate Risk Registers; update business continuity and staffing resilience plans. |
| | | Provide admin support to CEO and BA Members, incl. servicing of statutory and advisory committees, Member training and allowances. |
| | | Complete review of constitutional documents. |
| | | Respond to recommendations in Landscapes Review. |
| CE2 | Financial services | Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for MHCLG/ CIPFA/ HMRC, Treasury Management; Prepare and tender for insurance policy & renewal from 2021/22. |
| CE3 | Capacity building [9.3] | Support National Park Partnerships |
| CE4 | Development at key sites, asset management [8.2] | Progress partnership project development for key sites including Hoveton Riverside Park, Acle Bridge, How Hill |
| | | Monitor BA-owned assets, incl. negotiations of leases, additions and disposals; maintain assets database. |
| CE5 | ICT | Provide ICT support service. Deliver priority projects in corporate ICT plan incl. DMS improvements, email and server farm replacement, supporting those working from home, options analysis of tolls system replacement. |

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|-----|---------------------------------|---|
| CE6 | Tolls | Collect and process toll income and prepare potential prosecutions. |

Table 3

Chief Executive's Group - Expenditure 2020/21

| Item by section | National Park Grant £ | Navigation £ | Consolidated £ |
|-----------------------|-----------------------|----------------|------------------|
| Legal | 70,000 | 27,500 | 97,500 |
| Governance | 123,240 | 60,700 | 183,940 |
| Office Expenses | 27,524 | 13,556 | 41,080 |
| Chief Executive | 73,870 | 48,370 | 122,240 |
| Asset Management | 44,009 | 76,284 | 120,293 |
| Finance and Insurance | 206,740 | 183,810 | 390,550 |
| Collection of Tolls | 0 | 146,440 | 146,440 |
| ICT | 220,001 | 108,359 | 328,360 |
| Total | 765,384 | 665,019 | 1,430,403 |

4.2. Operations Directorate

The Operations Directorate includes Construction, Maintenance & Ecology (CME), Ranger Services and Safety Management.

Activity for the CME team in 2020/21 is apportioned at 70% Navigation/30% National Park (20% conservation and 10% recreation). We regularly report on our delivery within CME and safety management to the Navigation Committee. Ranger team apportionment remains at 60% Navigation/40% National Park. This reflects Ranger services support in running events and educational activities, as well as managing countryside sites that are part of the Broads' tourism infrastructure. Ranger team work plans and priorities are agreed at area level according to local priorities.

Table 4

Operations Directorate: Work plan 2020/21 (summary)

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|-----|--|---|
| OD1 | Lake restoration [2.1] | BA strategic priority Implement CANAPE Work Package 3 to agreed schedule. |
| OD2 | Priority habitat site management [2.3, 5.5] | Implement rotational habitat management programmes on management agreement sites and BA owned land; Review expiring HLS agri-environment scheme agreements, transfer sites into new schemes and pursue new site agreements for priority habitat. Work with local reed and sedge cutters to support commercial management on BA managed sites. Implement ecological enhancements at operational work sites, incl. Peto's Marsh and final phase of Hickling reedbed restoration. Review NNR management plan for How Hill NNR and Buttle Marsh. |
| OD3 | Invasive non-native species management [2.4] | Implement BA work plan to control invasive non-native species in identified priority areas and encourage management activity at catchment level. |
| OD4 | Research and monitoring for biodiversity [2.6] | Carry out annual water plant survey on selected broads and prioritized river stretches; produce framework to guide long-term BA monitoring programme on fen sites. |
| OD5 | Ranger Services | Complete two adjacent waters surveys and increased tolls check events to monitor toll compliance (May/Sept); Carry out navigation patrolling and hold public safety events; Collect data for GIS asset monitoring and management; Develop use of social media to provide public safety and other information. |
| OD6 | Dredging and sediment disposal [3.1, 3.2] | Carry out dredging works to achieve Waterways Specification in priority areas in line with 5-year dredging programme. |
| OD7 | Navigation water space maintenance, | Liaise with Network Rail on planned works for swing bridges at Reedham (Oct 2021-Mar 2022), Somerleyton (Nov 2021 - Mar 2023), Oulton (Dec 2021 - Mar 2024). |

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|------|---|--|
| | expansion and extension [4.1] | Work to Tripartite Agreement to 2022 for operation of Mutford Lock and road bridge. Provide evidence to inform feasibility study and budget plan for restoration of lock walls. |
| OD8 | Aquatic plant cutting and tree and scrub management [4.2] | Carry out annual tree and scrub management regimes and annual regime for aquatic plant cutting in navigation channels to agreed criteria, prioritizing removal of tree/scrub encroachment over and into the water causing navigation safety issues. |
| OD9 | Safety and security for the navigation and boats [4.3] | Continue roll out of electronic condition monitoring; maintain and relocate mobile speed awareness electronic signage to assist navigators. |
| | | Carry out regular site checks at all BA managed facilities, incl. moorings and countryside sites provided by BA, and manage to agreed standards. |
| | | Work with governing bodies to implement Hire Boat Code and administer Hire Boat Licensing Scheme audits. |
| OD10 | Water, Mills and Marshes scheme [multiple objectives] | BA strategic priority Implement and report to NLHF on partnership projects to agreed schedules; complete restoration at two mill sites; evaluate completed projects and carry out mid-term review; agree formal legacy plans with Norfolk Windmills Trust and Norfolk CC. |
| OD11 | Undergrounding wires programme [5.6] | Member of the Steering Group to promote implementation of undergrounding wires projects, funded by UK Power Networks. |
| OD12 | Integrated physical access network and riverside facilities [6.1, 6.2] | Carry out rolling programme of structural assessment at all BA 24-hour moorings and implement planned works, incl. Acle Bridge, St Benet's, How Hill; bring new locations into use as BA 24-hour moorings, incl. Carrow, Belton Reach, Castle Staithe, Stalham Staithe and Peto's Marsh. |
| | | Implement Broads Integrated Access Strategy action plan, incl. BA-led projects within River Wensum Strategy. |
| | | Implement network riverside facilities annual maintenance and expansion programme to agreed schedules. |

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|------|---------------------------------|---|
| OD13 | Operations administration | Provide administrative support to Directorate officers and committees/working groups. |

Table 5

Operations Directorate: Expenditure 2020/21

| Item by section | National Park Grant £ | Navigation £ | Consolidated £ |
|---------------------------------|-----------------------|------------------|------------------|
| Construction & Maintenance | 497,572 | 830,508 | 1,328,080 |
| Equipment, Vehicles and Vessel | 120,690 | 281,610 | 402,300 |
| Water Management | 5,000 | 111,670 | 116,670 |
| Land Management | (45,086) | 0 | (45,086) |
| Waterways & Recreation Strategy | 0 | 9,000 | 9,000 |
| Practical Maintenance | 89,300 | 493,198 | 582,498 |
| Ranger Services | 304,304 | 560,656 | 864,960 |
| Safety | 42,226 | 79,244 | 121,470 |
| Project Funding | 60,793 | 1,067 | 61,860 |
| Operational Property | 85,173 | 100,737 | 185,910 |
| Head Office | 183,805 | 75,075 | 258,880 |
| Operations Management & Admin | 88,915 | 43,795 | 132,710 |
| Total | 1,432,692 | 2,586,560 | 4,019,252 |

4.3. Strategic Services Directorate

The Strategic Services Directorate includes Development Management, Ecology, Human Resources, Volunteer Services, Communications, Visitor Services and Education.

Table 6

Strategic Services Directorate: Work plan 2020/21 (summary)

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|-----|--|--|
| SD1 | Strategy and project planning | [BA strategic priority] Develop partnership proposals to inform Environment Land Management Systems (ELMS) to report to Defra. |
| | | Review and update Biodiversity & Water Strategy (Broads Biodiversity Partnership) and Sustainable Tourism Strategy (Broads Tourism). |
| | | Run Broads Engage stakeholder events to support strategy and project planning, subject to social distancing requirements. |
| SD2 | Broadland Rivers Catchment Plan [1.1, 1.2, 1.4, 2.2] | Implement small-scale local interventions and river enhancement projects across catchment. |
| SD3 | Climate change planning incl. flood risk management [1.3, 10.1, 10.2] | [BA strategic priority] Implement Broadland Futures Initiative stakeholder engagement plan. |
| | | [BA strategic priority] Implement agreed actions in BA Climate Change Action Plan. |
| SD4 | Lake restoration, maintenance and enhancement [2.1] | Agree and implement Water Environment Grant projects with Natural England (incl. How Hill scrapes, catch dyke hydrology monitoring). |
| SD5 | Priority species and invasive non-native species mgt [2.4] | Support agreed species management priority action, incl. mink and floating pennywort control; install new biosecurity signage at key Broads access points. |
| SD6 | Landscape-scale habitat initiatives [2.5] | [BA strategic priority] Implement CANAPE project Work Package 4 to agreed schedule, incl. supporting Broads biochar business and legacy of peatland interpretation at How Hill. |

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|------|---|--|
| SD7 | Landscape character and historic asset management [5.1, 5.2] | Adopt Conservation Area Appraisals for Ludham and Horning. |
| | | Implement Water, Mills & Marshes 'Land of the Windmills' programmes to agreed partnership schedules. |
| SD8 | Communications [7.1, 7.2, 7.3] | [BA strategic priority] Promote Broads National Park through branding guidelines and action plan; Implement EXPERIENCE Interreg project to agreed schedule; Manage BA events programme, PR and media engagement, incl. support to key partnership projects. |
| | | When possible and in line with social distancing requirements, run BA information centres and yacht stations; Open new TIC facilities as replacement for Whitlingham TIC. |
| SD9 | Education [9.4, 9.5] | Subject to social distancing requirements, implement Education Strategy annual action plan, incl. Broads Curriculum, work placements, award schemes; Water, Mills & Marshes educational activities. Prepare for review of Education Strategy in 2022. |
| SD10 | Development management [8.1] | Prepare and adopt Supplementary Planning Documents and guidance to support Local Plan policy. |
| | | Provide planning service, including determining applications to national targets, providing free pre-app advice, investigating alleged breaches of Planning & Listed Building Consent incl. condition and s106 monitoring, and resolving breaches of control; conduct annual Customer Satisfaction Survey. |
| | | Engage with District Councils on Land Registry changes to ensure records are accurate. |
| SD11 | Volunteer Service [10.2] | Implement Volunteer Strategy annual action plan, incl. roll-out of modular training programme, BA and local community project support, promotional and celebration events. |

| Ref | Work area [Broads Plan refs] | Planned priority actions |
|------|-----------------------------------|--|
| SD12 | Human Resources | Provide routine HR support services to BA staff, incl. payroll and pension mgt; support flexible working opportunities through HR policy and recruitment; implement Equality Working Group actions; provide support for recruitment needs, incl. annual intake of apprentices. |
| SD12 | Strategic Services administration | Provide administrative support to Directorate officers and committees/working groups. |

Table 7

Strategic Services: Expenditure 2020/21

| Item by section | National Park Grant £ | Navigation £ | Consolidated £ |
|---|-----------------------|----------------|------------------|
| Development Management | 402,961 | 8,719 | 411,680 |
| Strategy and Projects | 135,816 | 4,334 | 140,150 |
| Biodiversity | 11,870 | 0 | 11,870 |
| Communications | 268,133 | 84,026 | 352,159 |
| Visitor Services | 194,728 | 90,053 | 284,781 |
| Human Resources | 82,146 | 57,084 | 139,230 |
| Volunteers | 44,088 | 29,392 | 73,480 |
| Strategic Services Management and Admin | 124,266 | 54,906 | 179,172 |
| Total | 1,264,008 | 328,514 | 1,592,522 |

Appendix 1 – Guiding strategies

The Broads Plan is the key partnership strategy that sets the long-term vision and objectives for the Broads. Under this high-level plan sit more detailed guiding strategies, which generally focus on a single theme and cover a short-term period. Table 8 shows the status of those strategies for the Broads where the Broads Authority is a lead or key delivery partner.

Read our strategies here: www.broads-authority.gov.uk/about-us/how-we-work/strategy

Table 8

Guiding strategies

| Strategy and scope | Lead | BA contact | Status |
|---|--|----------------------------------|---|
| Broads Plan Key partnership management plan for the Broads | Broads Authority | Director of Strategic Services | Adopted April 2017. Review date: 2021-22 |
| Local Plan for the Broads Spatial planning policy used in determining planning applications within the Broads Executive Area | Broads Authority | Planning Policy Officer | Adopted May 2019 Review date: 2024 (estimated) |
| Broads Biodiversity & Water Strategy Implementing the Biodiversity 2020 Strategy in the Broads | Broads Biodiversity Group | Environment Policy Adviser | Adopted May 2019. 5-year action plan to 2024. |
| Broadland Rivers Catchment Plan Managing water quality and quantity in the catchment | Broadland Catchment Partnership | Catchment Partnership Officer | Adopted 2014. Action plan under ongoing review. |
| Climate Change Action Plan Reducing our carbon footprint towards net zero. | Broads Authority | Carbon Reduction Project Manager | Adopted 2019. (Broads Climate Adaptation Plan 2016 now part of Broadland Futures Initiative) |
| Education Strategy for the Broads Formal environmental education and wider outreach in the Broads | Broads Environmental Education Network | Education Officer | Adopted 2017. 5-year action plan in place. Review date 2022. |

| Strategy and scope | Lead | BA contact | Status |
|---|---------------------------|--------------------------------|--|
| <p>Integrated Access Strategy for the Broads</p> <p>Improving access facilities and links to and between land and water in the Broads, and wider access</p> | Broads Local Access Forum | Waterways & Recreation Officer | Rolling 3-year action plan reviewed 2020. |
| <p>Tourism Strategy and Destination Management Plan</p> <p>Promoting and managing tourism within the Broads and wider 'area of tourism influence'</p> | Broads Tourism | Head of Comms | Adopted 2016 and 5-year action plan in place. Review date: 2020 |
| <p>Volunteer Strategy for the Broads</p> <p>Promotion, recruitment, training and administration of BA Volunteer Service</p> | Broads Authority | Volunteer Coordinator | Adopted 2017 and 5-year action plan in place. Review date: 2022 |
| <p>BA Financial Strategy</p> <p>Managing the use of the BA's financial resources</p> | Broads Authority | Chief Finance Officer | 3-year rolling strategy adopted annually in January |

Appendix 2 – Progress against Directorate work plans 2019/20

Table 9

Chief Executive's Group: Progress against work plan 2019/20

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress [reasons] |
|-----|--|--|--|
| CE1 | Business planning and governance | Review and update Annual Business Plan and BA strategic priorities. | Completed |
| | | Update Code of Corporate Governance and Annual Governance Statement; Review and coordinate Strategic Risk Register and Risk Management Policy. | Completed |
| | | Provide admin support to BA Members, incl. servicing of statutory and advisory committees, Member training and Scheme of Members' Allowances. | Ongoing routine |
| CE2 | Monitoring Officer, Legal Services | Review all constitutional documents. | Some progress |
| | | Review performance of provision of legal services to determine tender for legal services beyond Mar 2020. | Completed |
| CE3 | Landscapes Review | Respond to proposals arising from Glover report (due to be published in Sept 2019). | Completed |
| CE4 | Financial services | Provide financial planning and administration service, incl.: 3-year Financial Strategy, end of year accounts, monthly financial monitoring reports, internal & external audits, Govt returns for MHCLG/ CIPFA/ HMRC, insurance policy & renewal, Treasury Management. | Ongoing routine |
| CE5 | External fundraising and capacity building [9.3] | Develop external fundraising strategy; Continue to support National Park Partnerships and new national charity including appointing appropriate representative onto charity board. | Some progress (strategy not pursued but other measures put in place) |
| CE6 | Development at key sites, asset | [Strategic Priority] Work with key partners to develop projects on | Some progress |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress [reasons] |
|-----|---------------------------------|--|---|
| | management [8.2] | key sites (incl. Acle Bridge, Hoveton Riverside Park, How Hill, Whitlingham Country Park). | |
| | | Review performance of onsite catering operation established at Acle Bridge at Easter 2019. | Completed |
| | | Review arrangements for Whitlingham Charitable Trust (WCT) and extent to which they are in line with BA purposes and objectives. | Withdrawn (BCT ceased BA lease and SLA from 31/03/20) |
| | | Monitor BA owned assets including negotiations of leases/additions/ disposals, and maintain assets database. | Ongoing routine |
| CE7 | Peer Review Action Plan | Review implementation of Action Plan. | Completed |

Table 10

Operations Directorate: Progress against work plan 2019/20

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress [reasons] |
|-----|--|--|-----------------------|
| OD1 | Lake restoration [2.1] | [BA strategic priority] Implement CANAPE programme to agreed schedule (Work Package 3). | Good progress |
| OD2 | Priority habitat site management [2.3, 5.5] | Implement rotational habitat management programme on existing management agreement sites and BA owned land. | Ongoing routine |
| | | Work with NE to review management agreements at sites coming to end of HLS schemes and opportunities for new site agreements where priority habitat can be enhanced. | Good progress |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress [reasons] |
|-----|---|--|--|
| | | Work with local reed and sedge cutters on solutions for ongoing commercial management on BA managed sites | Ongoing routine |
| | | Implement ecological enhancements within operational work sites (incl. dredging setback sites) with fen, reed bed and wet grassland habitat, e.g. Hickling & Peto's Marsh. | Some progress (Peto's Marsh delayed pending protected species licence) |
| | | Revise site plans for How Hill NNR and Buttle Marsh. | Some progress (delayed to tie in with renewal of NNR mgt plan) |
| OD3 | Invasive non-native species management [2.4] | Implement programme of BA action to control invasive non-native species in identified priority areas and encourage management activity at catchment level. | Ongoing routine |
| OD4 | Dredging and sediment disposal [3.1, 3.2] | Carry out dredging works to achieve Waterways Specification in priority areas in line with 5-year dredging programme. | 43,930m3 sediment removed (99% of target) |
| OD5 | Navigation water space maintenance, expansion and extension [4.1] | Work with Network Rail on strategic planning for swing bridges at Trowse, Reedham and Somerleyton. | Good progress |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress [reasons] |
|------|---|---|-----------------------|
| OD6 | Aquatic plant cutting and tree and scrub management [4.2] | Carry out annual tree and scrub management regimes and annual regime for aquatic plant cutting in navigation channels to agreed criteria, prioritizing removal of tree/scrub encroachment over and into the water causing navigation safety issues. | Good progress |
| OD7 | Safety and security for the navigation and boats [4.3] | Continue roll out of electronic condition monitoring to inform priority maintenance programme. | Good progress |
| | | Carry out regular checks on facilities including moorings and countryside sites provided by BA, and manage to agreed standards. | Good progress |
| | | Lobby MCA, BM and AINA to issue updated Hire Boat Code; develop licensing conditions for implementation in April 2020. | Good progress |
| | | Present findings and recommendations from marine and land hazard review to Navigation Committee. | Good progress |
| | | Administer Hire Boat Licensing Scheme and compliance with Boat Safety Scheme. | Good progress |
| OD8 | Whitlingham Country Park management [8.2] | Provide site maintenance, water and vegetation management and recreation enhancements. | Completed |
| OD9 | Mutford Lock management and operation [4.1] | Continue work on future of Tripartite Agreement between BA, Suffolk County Council and Sentinel Leisure for Mutford Lock; Review feasibility report for lock wall restoration and budget requirement for work. programme | Good progress |
| OD10 | Water, Mills and Marshes scheme [multiple objectives] | [BA strategic priority] Implement partnership projects to agreed schedule; monitor and report progress to HLF | Good progress |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress [reasons] |
|-------|--|--|---|
| | | and submit quarterly claims; Review and update legacy plan for all projects by end Dec 2019. | |
| OD11 | Managing physical access points and routes, linked to visitor facilities [6.1] | Complete programme of moorings maintenance; Manage risk incl. health & safety policies, management practices and monitoring checks; Ensure practical works are to Standard Environmental Operating Procedures with regular review of best practice and environmental data. | Good progress |
| OD 12 | Network provision of riverside facilities [6.2] | Complete annual maintenance and expansion programme. | Good progress |
| OD13 | Volunteer Service [10.2] | Run Volunteer Service and implement Volunteer Strategy Action Plan; roll out modular volunteer training programme. | Good progress |
| | | Investigate proposal for Volunteer Leader recruitment and training programme | Withdrawn (work resources refocused) |
| | | Run/support community projects incl. Norfolk Maker's Festival at Norwich Forum; community workshops at Whitlingham Country Park. | Some progress (Whitlingham elements withdrawn) |
| | | Promote volunteer opportunities through social media and PR, and hold Volunteer Celebration Day in Sept 2019. | Some progress (VCD now biennial, no event 2019) |
| OD14 | Ranger Services | Complete two adjacent waters surveys and increased tolls check events to monitor toll compliance (May/Sept); Carry out navigation patrolling for user safety and guidance and hold campaigns/ events for Water Safety 'Wear It' | Good progress/ ongoing routine |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress [reasons] |
|------|---------------------------------|--|-----------------------|
| | | campaign, CO and Super Safety days; Collect data for GIS asset monitoring and management; Develop social media use by Ranger Service and Broads Control to provide safety and other information. | |
| OD15 | Operations administration | Provide administrative support to Directorate officers and committees/working groups. | Ongoing routine |

Table 11

Strategic Services Directorate: Progress against work plan 2019/20

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress (reasons) |
|-----|---|--|--|
| SD1 | Strategy and project planning | [BA strategic priority] Work with partners to influence environment land management schemes (ELMS) post-Brexit. | Good progress |
| | | Run Broads Engage biodiversity event (April); prepare Broads Biodiversity & Water Strategy Action Plan 2019-24 and adopt by July 2019. | Completed |
| | | Identify and fund BA projects through Project Development Group process. | Withdrawn [PDG budget committed] |
| SD2 | Broadland Rivers Catchment Plan [1.1, 1.2, 1.4, 2.2] | Implement small-scale local interventions and river enhancement projects across catchment. | Good progress |
| SD3 | Climate change planning incl. flood risk management [1.3, 10.1, 10.2] | [BA strategic priority] Work with EA to implement Broadland Futures Initiative work plan. | Good progress |
| SD4 | Lake restoration, maintenance and | Implement PC lake modelling and wetland project work as elements in use of Water | Some progress (lake modelling completed, |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress (reasons) |
|------|---|--|--|
| | enhancement [2.1] | Environment Grant (WEG) and Biffa award to partners. (CANAPE - see action OD1) | WEG/Biffa project setbacks) |
| SD5 | Priority species and invasive non-native species mgt [2.4] | Implement species management actions in Biodiversity & Water Strategy 2019-24. | Good progress |
| SD6 | Landscape-scale habitat initiatives [2.5] | [BA strategic priority] CANAPE project Work Package 4 – Implement work to agreed schedule incl. business engagement on paludiculture (wet agriculture) and citizen science. | Good progress |
| SD7 | Research and monitoring for biodiversity [2.6] | Implement fen monitoring and water plant monitoring annual programmes. | Completed |
| SD8 | Landscape character and historic asset management [5.1, 5.2] | Adopt Conservation Area Appraisals for Ludham and Horning | Some progress (objections requiring additional consultation) |
| | | Implement next phase of Water, Mills & Marshes 'Land of the Windmills' programme with min. 2 mills conserved. | Good progress |
| SD9 | Undergrounding wires programme [5.6] | Work through steering groups to influence and gain agreement and funding on improvement projects; Support feasibility and planning for schemes at Hoveton and East Ruston. | Completed |
| SD10 | Integrated physical access network [6.1, 6.2] | Adopt and implement Broads Integrated Access Strategy 2019-22. | Completed |
| | | River Wensum Strategy: Develop feasibility study and project design for riverside improvements near Blackfriars Bridge; | Some progress |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress (reasons) |
|------|-----------------------------------|--|---|
| | | implement new mooring linked to Carrow Road/NR1. | (feasibility for riverside improvements commissioned by Norfolk County Council) |
| SD11 | Communications [7.1, 7.2, 7.3] | [BA strategic priority] Implement/promote Broads National Park branding guidelines and action plan, including: NPUK Partnership, Broads Tourism/ Visit the Broads, Discover England Fund, English National Park Experience; Collection project and legacy, support to BA-led projects incl. Water, Mills & Marshes and CANAPE; BA events programme and attendance at externally run events; Local signage, media engagement, PR and events promotion through print, websites and social media. | Good progress |
| | | Run BA information centres and yacht stations. | Ongoing routine |
| SD12 | Education [9.4, 9.5] | Implement Education Strategy annual action plan, incl. Broads Curriculum with online resource pages; work placement opportunities with local schools; John Muir Award scheme activities; Water, Mills & Marshes educational activities. | Good progress |
| SD13 | Development management [8.1] | Adopt and implement Broads Local Plan. | Completed |
| | | Provide planning service, including determining applications to national targets, providing free pre-app advice, investigating alleged breaches of Planning & Listed Building Consent incl. condition and s106 monitoring, and resolving breaches of control; conduct annual Customer Satisfaction Survey. | Ongoing routine |

| Ref | Work area [Broads Plan refs] | Planned priority actions | Progress (reasons) |
|------|-----------------------------------|---|--|
| SD14 | Land Registry | Assess how legislation changes would impact BA (Planning Team involved in data identification & processes, ICT support for data migration). | Good progress |
| SD15 | Human Resources | Provide routine HR support services to BA staff, incl. payroll and pension management. | Ongoing routine |
| | | Continue review of all HR policies, associated practices and documentation. | Some progress [limited staffing capacity] |
| | | Consider proposals to replace Investor in People assessment. | Completed |
| | | Support flexible working opportunities through HR policy and recruitment. | Ongoing routine |
| | | Implement Equality Working Group actions. | Some progress [limited staffing capacity] |
| | | Provide support for recruitment needs incl. annual intake of apprentices. | Ongoing routine |
| SD16 | ICT | Provide routine ICT support services to BA staff, incl. support to carry out GDPR action plan. | Ongoing routine |
| | | Continue Site Check; deliver Document Management System (DMS) project priorities & roll out for committee reports, HR, tolls; reorganize file locations for all sections; assess SOTI software. | Ongoing routine |
| SD17 | Tolls | Collect and process toll income and prepare potential prosecutions. | Ongoing routine |
| SD18 | Strategic Services administration | Provide administrative support to Directorate officers and committees/ working groups. | Ongoing routine |

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