

**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 (i) 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 Progress updates on the Broads Plan and linked guiding strategies are reported to the Authority in May and November each year and published on our website at [www.broads-authority.gov.uk](http://www.broads-authority.gov.uk). We also report changes and new actions as we go through the Plan period.
- 1.4 (ii) Broads Authority priorities: Each year we identify a small set of our 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 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 A progress report on our strategic priorities is in Appendix 1.

Background papers: None



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Date of report: 14 September 2017

Broads Plan Objectives: Multiple


Appendices: APPENDIX 1: Strategic Priorities 2017/18


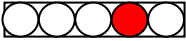





# APPENDIX 1

Broads Authority strategic priorities 2017/18					
	Project	Aim and milestones	Updates (September 2017)	Status	Contact
1	<b>Integrated flood risk management</b>	<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"> <li>Engage with stakeholders to help define the next stages of the initiative - by end 2017</li> <li>Create framework for gathering relevant information on key potential actions - by end March 2018</li> </ul>	<p>A task and finish group began preparing the communication and engagement plan in early September. The plan and an outline framework for the Broadland Futures Initiative will be discussed by the Broads Climate Partnership in November. We will carry out more detailed communications work with stakeholders in 2018.</p>		Simon Hooton
2	<b>Catchment management</b>	<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"> <li>Implement small scale local interventions to reduce soil and nutrient loss from fields</li> <li>Meet with farmers to gauge interest in tailored Broads solution for agri-environment payments post-Brexit - Feb 2017 and as necessary</li> </ul>	<p>As part of the Tesco Water Sensitive Farming project 2017 a Broads site visit for the Tesco Responsible Sourcing Directors and Agriculture team was held. The event was hosted by Louis and Fran Baugh at Neatishead Hall.</p> <p>A project update was followed by a demonstration of the 'Earthwake', which reduces run-off from tramlines in cereal crops. Arla Foods has agreed to engage dairy producers who grow maize in the region and Allied Bakeries will promote the project among their main wheat suppliers.</p> <p>The 'Wonder Wheel' disrupts farm machinery field wheelings to prevent water, soil and nutrient run-off. It has been used in more than 400 acres of potato fields at risk of contributing to water quality problems.</p> <p>To support water sensitive farming after 2018 a continuation of the project, including a farm technology fund, is in a proposed project list submitted to the</p>		Neil Punchard

			national catchment based approach group for the prospective Defra Water Environment Grant fund 2018-2022.		
3	<b>Broads Landscape Partnership Scheme (LPS)</b>	<u>Aim: Successful LPS project delivery.</u> <ul style="list-style-type: none"> <li>• Submit Landscape Conservation Action Plan and second stage HLF application by May 2017. Decision expected Nov 2017.</li> <li>• Start project delivery from 1 Jan 2018</li> </ul>	There is nothing further to report while we wait for the HLF's decision on our second stage application.		Will Burchnall
4	<b>Hickling Broad Enhancement Project</b>	<u>Aim: Hickling Vision implemented.</u> <ul style="list-style-type: none"> <li>• Construction work: Next phase priority dredging from navigation channel and land spreading to adjacent land</li> <li>• Win additional resources for delivery – in particular, CANAPE bid (decision expected Jun 2017)</li> <li>• If bid successful, start CANAPE implementation – Jan 2018</li> </ul>	<p>In Phase 1 of the Hickling Vision, reed planting and establishment in the two created reed swamp areas on the edge of Hickling Broad has been completed. 170m of goose proof wave barrier was installed to protect sensitive marginal vegetation. Remaining work over the winter will clear the connecting dykes behind Churchill's Bay.</p> <p>In Phase 2, awaiting an Environmental Permit for winter mud pumping. Groundworks for dewatering lagoons can then begin.</p> <p>Planning is underway for CANAPE Work Package 3: Create Resilient and Integrated Peatland Systems. In October, the Environment and Design Team will develop the design work, landowner agreement and statutory consents for a further reed swamp creation area, as set out in the Vision.</p>		Dan Hoare

	Project	Aim and milestones	Updates (September 2017)	Status	Contact
5	<b>External funding</b>	<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"> <li>Draft external funding strategy to BA – Nov 2017</li> </ul>	<p>Following preliminary work by the Authority's officers and management team, the draft external funding strategy will be worked on by a Member group in October and brought to the Authority meeting on 24 November.</p> <p>We are continuing our close working with the Norfolk and Suffolk Broads Charitable Trust (the Broads Trust) and developing two joint initiatives.</p>		Simon Hooton
6	<b>Marketing, promotion and media relations</b>	<p><u>Aim: Raised profile, awareness and reputation of Broads National Park and Broads Authority</u> including through:</p> <ul style="list-style-type: none"> <li>Proactive media around BA successes</li> <li>Proactive digital communications</li> <li>Presence at Norfolk Show</li> <li>Signage strategy</li> </ul>	<p>Continuing to enhance the Visit the Broads website, with features that reflect the content management plan and additional filtering of the 'things to do' categories.</p> <p>Working with Norwich Airport to install a major piece of artwork in the 'arrivals meet and greet' area. It will be Broads branded with literature for visitors. With Abellio Anglia, we are planning to install branding at busy train stations within the Broads, including Norwich.</p> <p>Discussing road signage with the highways department at Norfolk County Council and signage plans are underway for How Hill and Whitlingham Country Park.</p> <p>A Broads stand at the Great Yarmouth Maritime Festival (8 &amp; 9 September) was very popular.</p> <p>On social media, the number of 'likes' and retweets is growing. The Authority's social media policy is now approved and training is being developed. We have bought software so more colleagues can post updates on social media, while maintaining control through the Communications department.</p>		Rob Leigh

	Project	Aim and milestones	Updates (September 2017)	Status	Contact
			<p>Our PR activity has increased with more press releases and good media take up. Recent features include the Digital Biathlon, Boundary Farm Moorings, Broads Plan launch, life jackets safety reminder (following an incident at Yarmouth Yacht Station), Meeting of the Mayors, cuckoo tracking, and volunteers and work placements.</p> <p>Introduced a monthly Chief Executive's e-newsletter, which is being well received with more than 500 active subscribers. The newsletter is also being discussed in online public forums.</p>		
7	<b>Peer Review of Governance Arrangements</b>	<p><u>Aim: Review of existing governance arrangements undertaken and potential for improvements identified and taken forward.</u></p> <ul style="list-style-type: none"> <li>• Establish Reference Group of Members to review governance arrangements and support peer review process - by end May 2017</li> <li>• Agree date and composition of Peer Review Team with LGA - by end May 2017</li> <li>• Prepare background documents - Jul 2017</li> <li>• Reference Group to report back to the Broads Authority - Sept 2017</li> <li>• Peer Review visit - Oct 2017</li> </ul>	<p>The review will focus on governance. It will also look at the relationship with the constituent local authorities.</p> <p>The Team will interview people either face-to-face or by telephone on 10 and 11 October and present their findings on 12 October at the Authority's offices in Norwich.</p> <p>Invitations have been sent to leaders and Chief Executives of local councils, and to other key partners.</p> <p>A Position Statement, effectively the brief to the Team, has been developed and signed off by the Governance Reference Group.</p>		John Packman/ Maria Conti

Key	Progress	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		