

Strategic Direction
Report by Chief Executive

Summary: This report sets out progress in implementing the Authority's Strategic Priorities for 2016/17.

Recommendation: That the updates for 2016/17 be noted (Appendix 1).

1 Progress on Strategic Priorities 2016/17

- 1.1 Each year, the Broads Authority identifies a small set of strategic priorities. These priorities focus on Authority-led projects that have high resource needs or a very large impact on the Broads, or that are politically sensitive. The strategic priorities help target resources and make the most of partnership working and external funding opportunities.
- 1.2 Alongside these priorities and as resources allow, the Authority will continue to work with partners and local communities to deliver Broads Plan actions and routine works. All Broads Plan updates are posted online at: www.broads-plan.co.uk.
- 1.3 An update on the Strategic Priorities for 2016/17 is outlined in Appendix 1.
- 1.4 A list of the key Broads Authority Strategic Documents is attached at Appendix 2.

Background papers: None

Author: Maria Conti

Date of report: 1 November 2016

Broads Plan Objectives: Multiple

Appendices: APPENDIX 1: Strategic Priorities 2016/17
APPENDIX 2: Key Broads Authority Strategic Documents

Strategic Priorities 2016/17

1. Broads Plan Review

Review and update the Broads Plan, the strategic management plan for the Broads. Work with partners, local communities and other stakeholders to assess achievements (Broads Plan 2011) and set aspirational strategy for 2017-22.

2. Broads Landscape Partnership Scheme: Water, Mills and Marshes

Implement development stage of Broads Landscape Partnership Scheme (LPS), including production of Landscape Conservation Action Plan (LCAP), and prepare second stage application to Heritage Lottery Fund.

3. Hickling Broad Enhancement Project

Develop a long-term approach for the management of Hickling Broad, building on scientific evidence from the Broads Lake Review. In the short term, progress development of a number of smaller projects to meet immediate concerns.

4. Promoting the Broads

Produce and implement Broads National Park branding guidelines.

5. Stakeholder Action Plan

Implement multiple actions in response to the issues identified in the 2014 stakeholder surveys of hire boat operators, private boat owners, residents and visitors.

6. Integrated flood risk management and 'climate-smart' communities

Support EA review of short-term flood risk management strategy towards developing a longer-term integrated strategy for the coast and Broads. Develop approaches to climate adaptation planning and action within protected landscapes for local communities and visitors.

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
1	Broads Plan review	Consult on revised draft Broads Plan 2017 by end Jul-October 2016 (min. 8 weeks) Adopt final plan Mar 2017; implement Apr 2017	Revised draft Broads Plan out to public consultation from 17 Oct-30 December 2016.		Maria Conti
2	Broads Landscape Partnership Scheme: Water, Mills and Marshes	Hold 'drop in' events in Apr/May/Nov 2016 in Landscape Partnership Scheme area Hold partner/stakeholder LPS events by end Jul 2016	Partner and stakeholder workshop held in July attended by 50 organisations.		Will Burchnell
		Landscape Conservation Action Plan (LCAP): <ul style="list-style-type: none"> Submit draft LCAP to LPS Board by end Nov 2016 Carry out LCAP consultation in Dec 2016/ Jan 2017 Submit final draft LCAP to LPS Board in Mar 2017 Submit LCAP and second stage HLF application by May 2017 	Landscape Character Assessment in draft stage and awaiting design guidance from BA Comms team. First draft LCAP prepared for LPS Board (10 Nov) and HLF mid-term review (22 Nov). The 42 projects to be delivered by the LPS have been costed and programmed. Additional consultancy work commissioned to test education strategy, develop heritage skills training group and award schemes with construction industry training board.		
3	Hickling Broad Enhancement Project	Submit planning application for Stage 2 in Apr 2016	Application submitted and approved.		Trudi Wakelin
		Start Phase 2 construction in Nov 2016	Work underway.		
		Develop full funding application for CANAPE (Creating a new approach for peatland ecosystems) project by Jan 2017	Expression of Interest approved. Development of full application under discussion and lead partner to be identified; Submission deadline 31 Jan 2017.		
4	Promoting the Broads	Review outcome of Judicial Review (Apr 2016)	Branding guidelines developed by BA and Broads Tourism Marketing Group. BA guidelines disseminated. Signage and uniforms with National Park branding on order.		Lorna Marsh

Broads Authority strategic priorities 2016/17					
	Project	Milestones	Progress	Status	Contact
5	Stakeholder Action Plan	Send regular updates from Chief Executive to Parish Clerks and other stakeholder groups	Regular Chief Executive updates in progress; now forwarded to parish clerks. Formal branding of Chief Executive communications still in development due to resource issues.		Lorna Marsh
		Hold min x2 issue/project focused Parish Forums: <ul style="list-style-type: none"> • Waveney/Yare in Apr/May and Nov 2016 - Landscape Partnership Scheme (LPS) • Ant/Bure or Thurne/Bure in Sept/Oct 2016 (Hickling project or flood risk mgt strategy) 	Parish forums not held; however a LPS partner workshop was held in July and a flood risk management workshop (special meeting of Broads Forum and other invitees) in November.		Maria Conti/ Will Burchnall
		Provide updates on activities to promote area to Broads Tourism and to BA as part of biannual Broads Plan/ BA strategic priorities reporting	BA strategic priorities updates provided. Tourism Strategy Annual Action Plan updates provided by Broads Tourism Marketing Group to monthly BT executive meetings.		Lorna Marsh
6	Integrated flood risk management and 'climate-smart' communities	Report on outcome of EA high level review to Broads Forum and BA by Autumn 2016	Report taken to special Broads Forum mtg 3 Nov; results reported to BA at this meeting		Simon Hooton
		Identify next steps to engage public on flood risk management and saline incursion issues - by Dec 2016	Analysis of response to High Level Review will inform next steps. In the meantime, pilot work started in Broadland on helping communities build in adaptation thinking to resilience plans.		
		Report on engagement and adaptation planning process to Broads Forum and BA - Autumn 2016 and Spring 2017			
		Establish core group and prepare external funding bid for climate interpretation in protected landscapes. Submit bid by end 2016.	Pilot project plans reviewed by internal BA process (Oct); feedback used to refine pilot ideas.		

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		

Key Broads Authority Strategic Documents

The table below sets out for members a list of the key strategic documents that guide and inform the work of the Authority (and in many cases that of its partners)

This is not an exhaustive list of all strategies that the Authority either produces itself or contributes to, however these are the higher level guiding strategies that set the direction for various aspects of the Authority's work. The strategies in this table are Broads Wide (and in some cases wider) Many are underpinned by more detailed thematic or site specific strategies or action plans which then translate into specific projects on the ground.

It is proposed to update members on the progress being made on the implementation of these strategies at the May and November Broads Authority meetings annually.

The table sets out the progress made this financial year (2016-17) on the implementation of these key strategies.

Strategy/Plan	Scope of Strategy/Plan (Geographic Area covered is Broads Executive Area unless specifically advised)	Lead BA Officer	Status	Key Delivery Partners
Broads Plan	Strategic Management Plan for the Broads Executive Area	Maria Conti	Adopted 2011 (2011-2016) Revised draft – Consultation in progress October-December 2016	All Stakeholders
Broads Local Plan	Planning policy document used in determining planning applications within the Executive Area	Natalie Beal	Under review Preferred Options - Consultation proposed – See Agenda	Landowners, applicants, agents, communities, statutory/non statutory bodies
Broads Biodiversity and Water Strategy	Implementation of the National Biodiversity 2020 Strategy with in the Broads	Andrea Kelly	Adopted 2013 1. Lake enhancement projects include reed swamp at Hickling, biomanipulation at Barton, Sotshole and Ranworth, assessment of nutrient input at Cromes– in progress 2. Programme of fen monitoring, research management – ongoing	Broads Conservation Partnership/Broads Biodiversity Group

			<p>3. External funding bids developed including Water Sensitive Farming (Tesco), Wet Grassland (HLF), CANAPE (Interreg)</p> <p>4. LPS projects, WildCompost, Wetland Life - ongoing</p> <p>5. Assessment of recreational disturbance on EU protected sites - complete</p> <p>6. Research of carbon capture in fens , salinity reconstruction of the Upper Thurne Broads and mink management, via supervision of three PhD students – complete/ongoing</p>	
Broadland Rivers Catchment Plan	Water Management within the whole of the Broadland Rivers Catchment	Neil Punchard	<p>Adopted 2014</p> <ul style="list-style-type: none"> • Water Sensitive Farming project 2016-2018 and Norfolk Rural SuDS project 2016-17 underway. 3 silt traps constructed. 2 in design stages • Farmer soil and water innovation workshop organised. Web map in development for run-off risk and water quality opportunity mapping 	Broadland Catchment Partnership (BCP)
Broads Climate Change Adaptation Plan	Planning for Climate Change Adaptation within the Broads	Simon Hooton	<p>Adopted 2016</p> <ol style="list-style-type: none"> 1. High level review of flood management: report finished and shared with Broads Forum on Nov 3 as starting point for future plans 2. Raising community awareness: pilot project with Broadland DC and NRF to encourage community resilience planning. Workshop held 1/10/16 and now considering next steps. Trying to work with a parish council on a specific 	Broads Climate Change Partnership

			<p>plan</p> <p>3. PhD on flood and saline incursion modelling: probation period successful; model methodology nearly confirmed ; exploring engagement with stakeholders</p> <p>Protected landscape climate interpretation: first ideas not supported by BA's PDG process so being reviewed.</p>	
Integrated Access Strategy	Improving access in all forms to land and water within	Adrian Clarke	<p>Adopted 2013 Revised Action Plan Adopted by BLAF in September 2016</p> <ul style="list-style-type: none"> • Rockland Short Dyke and Berney Arms 24-hour moorings leases agreed in principle. • Clayrack marshes permissive path to Crowe's Staithe accommodation works programmed • River Wensum Strategy draft being produced for final consultation and project delivery. • Canoe Launch Geldeston design and landowner discussions in progress 	Broads Local Access Forum (BLAF)
Sustainable Tourism Strategy	Promotion and management of Sustainable Tourism within the Broads Executive Area	Bruce Hanson	<p>Adopted January 2016</p> <p>Three key priorities selected for action in first year:</p> <ul style="list-style-type: none"> ➤ Rebuilding Enjoy the Broads website – work underway and good progress to date ➤ Social media – some current activity by tourism officer but plans under development for Broads Tourism to take lead on this ➤ Develop outstanding wildlife 	Broads Tourism

			experiences – work scheduled with partner organisations during next three months	
Education Strategy	Strategic Guidance for the delivery of Environmental Education in the Broads	Nick Sanderson	Adopted 2012 (2012-2016) Currently under review Draft expected to BA in Jan 2017	Broads Environmental Education Network (BEEN)
Volunteer Strategy	Strategic guidance for the promotion and delivery of the BA Volunteer Service	Beth Williams	Adopted 2012 (2012-2016) Currently under review Draft expected to BA in Jan 2017	Broads Volunteers and BA Staff
Financial Strategy	Strategy for the use of resources within the Broads Authority	Emma Krelle	Adopted 2016 Plan period (2016/17-2017/18)	Broads Authority
Asset Management Strategy	Sets out the practices and procedures to ensure that the Authority's land, property and other assets are managed and maintained effectively	Angie Leeper	Plan Period 2016/17 Adopted 20 November 2015 Updated report to BA 27/1/2017 Review 2017/18	Broads Authority
Business Plan	Provides an annual overview of the Broads Authority's planned activities	BA Management Team	Adopted Annually in May Member Workshop on Priority Projects planned for 8 Dec 2016	Broads Authority